CONGRATULATIONS, YOU'VE FAILED:

EVALUATING COLLABORATIVE PROJECTS

THROUGH LOGICAL FRAMEWORKS AND

STORIES

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THESIS SUPPORT DOCUMENT: RETROSPECTIVE LOGICAL

FRAMEWORK ANALYSIS (RLFA)

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RETROSPECTIVE LOGICAL FRAMEWORK ANALYSIS (RLFA)

This document supports the full thesis, *Congratulations, You've Failed: Evaluating Collaborative Projects Through Logframes and Stories*. To follow are 31 different retrospective logframes representing coded data from the NC-Exchange Community NETworker Demonstration.

In my approach, I have taken interview data from project participants in three categories – NC-Exchange staff, NETworkers, and host organization directors – in addition to the original NETworker project proposal, and coded the information using the structure of the logical framework. In all, I have coded 26 separate items from different project sources.

More specifically, I have placed each statement (or portion of a statement) made by the participants (or sentences, in the case of the proposal) into the box in the logframe matrix that I feel best represents the statement's meaning relative to its position within the overall system of the NETworker project. In this way, each statement becomes a disaggregated Wider Objective, Immediate Objective, Output, Activity, Indicator of Achievement, Means of Verification, or Assumption of the project. Because the individual retrospective logframes based on statements from the full interview transcripts are quite long (in some cases, more than 40 pages), I have also produced synthesized versions of several retrospective logframes in which I capture the main points in bullet-point format.

In the long versions of the retrospective logframes, statements have been left intact; in the short versions, individual statements have been shortened or summarized into their key themes. In summarizing them, I have sought to leave the phrases in the same language used by the respondents in order to preserve the intended meanings. Statements that have not fit within the logframe categories have not been captured, though they remain accessible via the transcripts.

For a more detailed description of the method, please refer to Appendix 6 of the thesis.

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NETworker Project Site Director Interview Retrospective Logframes

NETworker Project External Contractor Retrospective Logframe

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	▪ Locally-based NETworkers will help nonprofits, local government, and small businesses apply information and communication technologies strategically to solve real world problems in their communities and achieve their organizational goals. ▪ In this demonstration, Community NETworkers (locally based networking "helpers") will assist designated end users (CBOs, locally-based government agencies, and small businesses) employ the resources of the National Information Infrastructure to achieve clearly defined mission statements, goals and objectives, or business plans that support community revitalization.	The evaluation will measure the model's effects on the capacity of the end users, local support organizations, and statewide resource organizations to use telecommunications effectively to achieve well-defined goals. The NETworker will work with each end user to formulate specific goals for the demonstration, based on its mission statement or business plan. Such goals may include access to new information on community development resources and management tools, better internal and external communication, increased collaboration, improved service delivery, more effective community problem-solving. or increased visibility of end user and the community.	▪ All participants including end users, local support and statewide resource organizations will measure and document the usefulness of the NII to their work and the value added by the NETworker towards achievement of their defined objectives. ▪ Surveys will be administered at the beginning, midpoint, and conclusion of the demonstration. End users will be surveyed to determine (1) current telecommunications usage and perceived barriers, (2) awareness of online information and resources, (3) perceived ability to access, assess, and effectively use online tools for community development, either directly or indirectly, (4) knowledge of and willingness to engage in online communication and collaboration for community development, and (5) willingness to pay for the services of a NETworker. Local support organizations will be surveyed to assess their capacity to assume NETworker functions within the community. Statewide resource organizations will be surveyed to assess the importance of telecommunications in disseminating information and providing technical assistance to constituents statewide. The effects of variations in geographic setting, host organization, and issue focus will be analyzed.	▪ Practical applications of the National Information Infrastructure are elusive. ▪ Orgs. find it hard to grasp telecom technology's relevance to their work, and they find the technology confusing — often overwhelming. ▪ CBOs and local government agencies are wary of the added burden telecommunications might impose on their already overworked staff. ▪ They are reluctant to trade-off valuable time to master unfamiliar technology for which they don't see a direct benefit. ▪ Few have local access to training and technical support. ▪ When they do go online, it is difficult for them to find information that matches their real needs. ▪ Perceived cost is also a major barrier; orgs need help in identifying the most cost effective networking strategies.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	NETworkers, in cooperation with statewide resource organizations, will demonstrate the value of information infrastructure, build local capacity, promote collaboration, and create a self-sustaining support system. The effectiveness of NETworkers operating in different geographic settings, issue groups, and organizational structures will be evaluated, and the findings disseminated.			A major barrier to online participation by CBOs is inadequate consultation, training, and technical support. People who work in and serve those communities must experience first-hand the power of telecommunications to help them discover new resources and ideas, communicate interactively with colleagues, form new collaborations, participate more actively in the development of public policy, and achieve visibility for their efforts.
	We will implement the Community NETworker model in four low-wealth communities in North Carolina, incorporating the knowledge and materials developed in our 1994 TIIAP planning project.			
	The Community NETworker project (previously called the Community Information Broker project) has been one of the first initiatives to address the issue of the relevance of information technology to real-world problems in human services and community development. The proposed demonstration is designed to assess the effectiveness of the NETworker model across a range of community variables, including geographic setting, type of host organization, and issue area. The demonstration will also explore sustainability of the model through local community support of the NETworker, by building the capacity of local support organizations to assume NETworker functions and by assessing the willingness of the end users to engage the NETworker on a fee-for-service basis. The information gained through evaluation of this comprehensive application of the model		▪ Periodic interviews with end users will provide insight into how the NETworker is affecting their awareness and goals. Feedback from surveys and interviews will be provided to the statewide resource organizations. NETworkers also will be interviewed to measure the responses of the statewide resource organizations to changing information usage. Interviews and contextual data will provide a rich and detailed understanding of how implementation of the model is proceeding and will indicate adjustments that could be made during the demonstration. ▪ NETworkers will compile case studies documenting their achievements and difficulties	A premise of the model is that improved use of online resources can cause a conceptual leap, resulting in recognition of new needs for information and communication.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** will facilitate its replication in communities across the U.S.		**Cont'd.** experienced. These case studies will provide insight into the extent to which technology can be used to solve community problems and will aid in identification of possible refinements in the model. NC-Exchange will compile, publish, and disseminate the case studies.	
	Customized support for end users (CBOs, locally based government agencies, and minority- and women-owned small businesses in disadvantaged communities) is the primary purpose of this demonstration project			End user needs have been identified in NC-Exchange's 1993 survey of networked nonprofits and in a series of focus groups conducted during the planning project.
	▪ The core goal of this demonstration is to reduce disparities in access to the NII in disadvantaged communities by providing support for the key organizations involved in human services and community development. All four demonstration sites are in underserved areas with significant rural, minority, and/or low-income populations, where the services of a NETworker will be valuable in extending the benefits of the NII. ▪ Reducing disparities in access to the NII also means providing options by which those organizations not yet "ready to network" — those who do not have the hardware, skills, or interest to directly access information and communications opportunities available through electronic networks — can benefit from the NII. NETworkers will extend the reach of electronic information sources to "non-linked" entities in their communities.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	At each demonstration site, an individual with networking experience and sensitivity to the needs of communities will be hired as a Community NETworker and trained to do the following: • Identify the goals and objectives of each end user and design a communication and information strategy to meet those goals. • Serve as a networking expert, matching information available on-line with strategic information needs. • Promote, through demonstrations and site visits, the active use of telecom services to address community problems, and help groups integrate networking functions into their ongoing operations. • Provide training, technical support, and follow-up, directly or through screened volunteers. • Create and promote opportunities for cross-sector cooperation and collaboration, self-sufficiency, and empowerment within the community. • Document successes and failures in case-study format and participate in project evaluations.	The NETworker will make every effort to deliver tangible benefits of telecommunications to the end user: demonstrations, training, technical assistance, handholding, cheerleading, etc.		
	As part of the planning project, a community networking guide containing a self-assessment and guidelines for developing a strategic networking plan is being created to be used in conjunction with the model. It will provide a customized, problem-driven approach to meeting each end user's human services, community development or business goals.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Throughout the demonstration, NETworkers will work to develop a community networking support system by identifying and building the capacity of local support organizations willing to assume networking functions for their constituencies. At each site, these will include the public library, the cooperative extension office, and the regional field office of the state Division of Community Assistance. Other potential support organizations include community development corporations, community action centers, councils of government, family resource centers, and one-stop career centers. End users also may start as or evolve into local support organizations.			
Outputs				
Activities	A key feature of this model is that the NETworker's specific activities will be determined locally, in response to community needs identified through a structured process and a local advisory committee.	**Inputs and Indicators**		
	NC-Exchange will hire and supervise the NETworkers at two of the demonstration sites; the NETworkers at the other two sites will be hired by the host organizations. NC-Exchange will train, coordinate activities for, monitor, and evaluate all NETworkers.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	The NETworker will work first with each end user to define organizational information and communication goals and then with the committee to define community information and communication goals. This profile will be used to create a customized work plan for the NETworker's activities.			
	If the NETworker is unable to respond directly to technical questions, they may identify, screen, and assign local volunteers to work with the end user. Although based at one host site, the NETworker may make his or her services available at a variety of locations in the community on a pre-arranged schedule.			
	The NETworkers will be in place three months after the start of the project, the initial training will be completed by the end of the fourth month and work plans for the NETworkers will be established in the eighth month.			
	NCx General Administration 1. Prepare written operating procedures, reporting and case study formats, hiring guidelines. 2. Purchase equipment. 3. Prepare and sign contracts with host, resource orgs., and consultants. 4. Monitor the activities of Community NETworkers and statewide resource orgs. on an ongoing basis. 5. Make regular visits to the demo sites. 6. Facilitate ongoing online discussions among Community NETworkers.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
	Demonstration Sites Pre-hiring of NETworker 1. Review NETworker model and procedures with host. 2. Work with host to identify and solicit the participation of key target group members and support orgs. in each site (15-20 local nonprofits and agencies; 8-12 small businesses). 3. Convene (with host) potential members of advisory group. 4. Establish local advisory committee at each site. 5. Set up equipment and NETworker workspace in preparation for NETworker. Hiring 1. Begin recruitment of NETworker in 3 sites: Advertising and word of mouth. 2. Host and advisory committee screen applicants for NETworker position and select finalists. 3. NCx makes final selection at Sites #2 and #3. Host org. makes final selection at Site #1. 4. All NETworkers hired. 5. NETworkers meet with NCx for initial orientation. Post-hiring of NETworker The NETworker will: 1. Meet with host to establish work guidelines for the host org. 2. Meet with advisory committee to determine project priorities. 3. Publicize the project throughout the community and schedule orientation meeting.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Cont'd.** 4. Provide a local orientation and network demonstration for a broader group of interested target group members. 5. Designate (with consultation) project participants (end users) based on interest, diversity, the presence of well-defined goals and understanding of the NETworker role. 6. Use NCx's Community Networking Guide (*Making the Net Work*) to help each end user identify information and communications needs which networking can address. 7. Formulate specific goals for the demo based on the end user's mission statement or business plan. 8. Identify common issues and opportunities for collaboration among the end users. 9. Produce community-wide workplan which includes end user goals and proposed rotation schedule for review by host, NCx and advisory committee. 10. Advisory committee approves work plan and rotation schedule for NETworker. 11. Work on an ongoing basis with each end user to achieve the identified strategies. 12. Assign end users ISP accounts as needed. 13. Locate and screen volunteers to assign as mentors to end users if needed. 14. Help build a community networking support system. 15. Promote the use of networking throughout the community. 16. Provide feedback to resource orgs. on the value of info provided online.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**NETworker Training** 1. NCx / trainers review training curriculum developed during the planning phase and finalize roles and responsibilities. 2. Schedule training: location, date, equipment, identify training materials. 3. Finalize training curriculum with lead trainer and other training consultants. 4. Assemble training materials. 5. Conduct initial 3-day training session for NETworkers: Basics of Networking, Introduction to Community Economic Development, Intro to Online Search Techniques. 6. NETworkers return after 2 weeks for 2-day advanced training: Advanced Networking and Search Techniques; GIS. 7. NETworkers participate in quarterly 1-day in-service training sessions (6 in all) to share experiences and develop case studies. **Evaluation** 1. Finalize evaluation design. 2. Conduct pre-demonstration study of end users, local support orgs., and statewide resource orgs. 3. NETworkers document experiences for case studies. 4. Conduct periodic face-to-face interviews with participants. 5. Conduct mid-point surveys and suggest revisions as needed for the second phase of the demonstration. 6. Conduct post-demonstration surveys. 7. Analyze findings.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Publicizing the Model** 1. Establish and maintain a web site and listserv. 2. Present the model at state and national conferences as appropriate. 3. Keep national groups who are interested in publicizing and replicating the model informed about the progress of the demonstration. 4. Respond to ongoing inquiries about the project. 5. Compile, publish, and disseminate the evaluation findings and case studies.			

RLF 2: Source: NC-Exchange Proposal for Community NETworker project, submitted to US Department of Commerce, March 1996.

SHORT
VERSION

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	■ Locally-based NETworkers will help nonprofits, local government, and small businesses apply information and communication technologies strategically to solve real world problems in their communities and achieve their organizational goals. ■ NETworkers will assist designated end users (CBOs, locally-based government agencies, and small businesses) employ the resources of the National Information Infrastructure to achieve clearly defined mission statements, goals and objectives, or business plans that support community revitalization.	Access to new information on community development resources and management tools, better internal and external communication, increased collaboration, improved service delivery, more effective community problem-solving. or increased visibility of end user and the community.	Surveys will be administered at the beginning, midpoint, and conclusion of the demonstration. End users will be surveyed to determine (1) current telecom usage and perceived barriers, (2) awareness of online information and resources, (3) perceived ability to access, assess, and effectively use online tools for community development, either directly or indirectly, (4) knowledge of and willingness to engage in online communication and collaboration for community development, and (5) willingness to pay for the services of a NETworker. Local support organizations will be surveyed to assess their capacity to assume NETworker functions within the community. Statewide resource organizations will be surveyed to assess the importance of telecommunications in disseminating information and providing technical assistance to constituents statewide.	■ Practical applications of the National Information Infrastructure are elusive. ■ Orgs. find it hard to grasp telecom technology's relevance to their work, and they find the technology confusing — often overwhelming. ■ CBOs and local government agencies are wary of the added burden telecommunications might impose on their already overworked staff. ■ They are reluctant to trade-off valuable time to master unfamiliar technology for which they don't see a direct benefit. ■ Few have local access to training and technical support. ■ When they do go online, it is difficult for them to find information that matches their real needs. ■ Perceived cost is also a major barrier; orgs need help in identifying the most cost effective networking strategies.
	NETworkers, in cooperation with statewide resource organizations, will demonstrate the value of information infrastructure, build local capacity, promote collaboration, and create a self-sustaining support system. The effectiveness of NETworkers operating in different geographic settings, issue groups, and organizational structures will be evaluated, and the findings disseminated.			A major barrier to online participation by CBOs is inadequate consultation, training, and technical support. People who work in and serve those communities must experience first-hand the power of telecommunications to help them discover new resources and ideas, communicate interactively with colleagues, form new collaborations, participate more actively in the development of public policy, and achieve visibility for their efforts.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	Model will be implemented in four low-wealth communities in North Carolina, incorporating the knowledge and materials developed in 1994 planning project.			
	▪ To address the issue of the relevance of information technology to real-world problems in human services and community development. ▪ To the test the effectiveness of the NETworker model across a range of community variables, including geographic setting, type of host organization, and issue area. ▪ To explore sustainability of the model through local community support of the NETworker, by building the capacity of local support organizations to assume NETworker functions and by assessing the willingness of the end users to engage the NETworker on a fee-for-service basis. ▪ To facilitate replication of the model in communities across the U.S.		▪ Periodic interviews with end users. ▪ Feedback from surveys and interviews with participants. ▪ NETworkers will compile case studies documenting their achievements and difficulties	A premise of the model is that improved use of online resources can cause a conceptual leap, resulting in recognition of new needs for information and communication.
	Customized support for end users (CBOs, locally based government agencies, and minority- and women-owned small businesses in disadvantaged communities) is the primary purpose of this demonstration project			End user needs have been identified in NC-Exchange's 1993 survey of networked nonprofits and in a series of focus groups conducted during the planning project.
	▪ To reduce disparities in access to the National Info Infrastructure in disadvantaged communities by providing support for the key organizations involved in human services and community development.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** • To provide options for orgs. that are not yet "ready to network" — those who do not have the hardware, skills, or interest to directly access information and communications opportunities available through electronic networks. • To extend the reach of electronic information sources to "non-linked" entities in their communities.			
Immediate Objectives	NETworkers will be hired and trained to: • Identify the goals and objectives of each end user and design a communication and information strategy to meet those goals. • Serve as a networking expert, matching information available on-line with strategic information needs. • Promote, through demonstrations and site visits, the active use of telecom services to address community problems, and help groups integrate networking functions into their ongoing operations. • Provide training, technical support, and follow-up, directly or through screened volunteers. • Create and promote opportunities for cross-sector cooperation and collaboration, self-sufficiency, and empowerment within the community. • Document successes and failures in case-study format and participate in project evaluations.	The NETworker will make every effort to deliver tangible benefits of telecommunications to the end user: demonstrations, training, technical assistance, handholding, cheerleading, etc.		
	To develop a community networking guide containing a self-assessment and guidelines for developing a strategic networking plan.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	To develop a community networking support system by identifying and building the capacity of local support organizations willing to assume networking functions for their constituencies.			
Outputs				
Activities	A key feature of this model is that the NETworker's specific activities will be determined locally, in response to community needs identified through a structured process and a local advisory committee.	**Inputs and Indicators**		
	NC-Exchange will hire and supervise the NETworkers at two of the demonstration sites; the NETworkers at the other two sites will be hired by the host organizations. NC-Exchange will train, coordinate activities for, monitor, and evaluate all NETworkers.			
	The NETworker will work first with each end user to define organizational information and communication goals and then with the advisory committee to define community information and communication goals. This profile will be used to create a customized work plan for the NETworker's activities.			
	To identify, screen, and assign local volunteers to work with the end user. Although based at one host site, the NETworker may make his or her services available at a variety of locations in the community on a pre-arranged schedule.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	The NETworkers will be in place three months after the start of the project, the initial training will be completed by the end of the fourth month and work plans for the NETworkers will be established in the eighth month.			
	NCx General Administration 7. Prepare written operating procedures, reporting and case study formats, hiring guidelines. 8. Purchase equipment. 9. Prepare and sign contracts with host, resource orgs., and consultants. 10. Monitor the activities of Community NETworkers and statewide resource orgs. on an ongoing basis. 11. Make regular visits to the demo sites. 12. Facilitate ongoing online discussions among Community NETworkers. **Demonstration Sites** Pre-hiring of NETworker 6. Review NETworker model and procedures with host. 7. Work with host to identify and recruit key target group members and support orgs. in each site (15-20 local nonprofits and agencies; 8-12 small businesses). 8. Convene (with host) potential members of advisory group. 9. Establish local advisory committee at each site. 10. Set up equipment and NETworker workspace in preparation for NETworker.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Cont'd.** Hiring 6. Begin recruitment of NETworker in 3 sites: Advertising and word of mouth. 7. Host and advisory committee screen applicants for NETworker position and select finalists. 8. NCx makes final selection at Sites #2 and #3. Host org. makes selection at Site #1. 9. All NETworkers hired. 10. NETworkers meet with NCx for initial orientation. Post-hiring of NETworker The NETworker will: 17. Meet with host to establish work guidelines for the host org. 18. Meet with advisory committee to determine project priorities. 19. Publicize the project throughout the community and schedule orientation meeting. 20. Provide a local orientation and network demonstration for a broader group of interested target group members. 21. Designate (with consultation) project participants based on interest, diversity, the presence of well-defined goals and understanding of the NETworker role. 22. Use NCx's Community Networking Guide (*Making the Net Work*) to help each end user identify information and communications needs which networking can address. 23. Formulate specific goals for the demo based on the end user's mission statement or business plan. 24. Identify common issues and opportunities for collaboration among the end users.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Cont'd.** 25. Produce community-wide workplan which includes end user goals and proposed rotation schedule for review by host, NCx and advisory committee. 26. Advisory committee approves work plan and rotation schedule for NETworker. 27. Work on an ongoing basis with each end user to achieve the identified strategies. 28. Assign end users ISP accounts as needed. 29. Locate and screen volunteers to assign as mentors to end users if needed. 30. Help build a community networking support system. 31. Promote the use of networking throughout the community. 32. Provide feedback to resource orgs. on the value of info provided online. **NETworker Training** 8. NCx / trainers review training curriculum developed during the planning phase and finalize roles and responsibilities. 9. Schedule training: location, date, equipment, identify training materials. 10. Finalize training curriculum with lead trainer and other training consultants. 11. Assemble training materials. 12. Conduct initial 3-day training session for NETworkers: Basics of Networking, Introduction to Community Economic Development, Intro to Online Search Techniques. 13. NETworkers return after 2 weeks for 2-day advanced training: Advanced Networking and Search Techniques; GIS. 14. NETworkers participate in quarterly 1-day in-service training sessions (6 in all) to share experiences and develop case studies.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Cont'd.** **Evaluation** 8. Finalize evaluation design. 9. Conduct pre-demonstration study of end users, local support orgs., and statewide resource orgs. 10. NETworkers document experiences for case studies. 11. Conduct periodic face-to-face interviews with participants. 12. Conduct mid-point surveys and suggest revisions as needed for the second phase of the demonstration. 13. Conduct post-demonstration surveys. 14. Analyze findings. **Publicizing the Model** 6. Establish and maintain a web site and listserv. 7. Present the model at state and national conferences as appropriate. 8. Keep national groups who are interested in publicizing and replicating the model informed about the progress of the demonstration. 9. Respond to ongoing inquiries about the project. 10. Compile, publish, and disseminate the evaluation findings and case studies.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Each of the host sites participated in this project because they liked the idea of the project, but I think they all also had some of their own agendas that they were hoping that the NETworker would help them achieve. And that's a strength, that the people have real things they wanted the NETworker to do. There are also some challenges with that because they think that the NETworker, some of the NETworker's time and energy can be focused on some activities that are not directly a part of the NETworker demonstration, although very often you can define it.	• [Differentiating between support for host organizations as a target group and extraneous work is] not easy, and that is one of the problems that we have been having. It's that [the host orgs.] have gone, 'Well this is, you know, we are a target group and they are supporting us.' And we are saying that they need to be starting the assessments with the target groups, and identifying targets, having advisory committee meetings....So, I have taken a pretty tough position and I think they have not been happy. In some cases we've even said, you know, maybe if this isn't happening, you are not especially committed to this, and that, you know, are you really committed to this, because if you aren't we need to talk about it. • There's been a fair amount of energy spent on things that are, that wouldn't be directly related to... But we knew there would be a certain amount of that, but I think there's a bit more than we wanted. There is progress being made, and I think they are all moving and making some progress. It's been a little bit better lately. I think in the last couple of weeks I've been feeling better.		
	I think we always understood that the host of the organization was gonna be a primary target group and I think that what has really worked well is that they are really using the NETworkers in new ways that are pretty exciting actually.	They are really thinking about technology for the organization in a way that is not in a techie, not from a techie perspective but from an implementation perspective.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	• I felt that this was a demonstration and we needed to take it through this process. • *From your point of view the demonstration, because it's a demonstration, needs to show at least certain things. Those goals come from the project design?* • *Can you distinguish between the process, or have you begun making the distinction between the process and the goals now. You talked about those separately and do you see the process becoming an important focus of the project or are the results still the most important thing?* • I think that is what we are looking at is the organization's mission and then seeing the difference that technology makes and helping them achieve that mission by adding this component, the NETworker. • *So the goal then is, of the project with respect to the organizational mission statement, is that there should be some value added with a NETworker in place,* (Exactly) *with the strategic use of telecommunications* (Right). *And that it would carry them someway toward you doing better or more efficiently, or whatever?* And branching out and connecting them with the community. • We really have learned a lot that we've done wrong. This is an <u>incredible</u> learning process, that is the neat thing, we really have learned a lot.	• We've asked the NETworker to take the time to work on this and we are trying to get these people to talk about their mission statement and do all this formal stuff up front so that we can measure them over time. • We needed to be able to evaluate what happened with... The whole idea of having these target groups that we have spent so much energy on, with these few groups, and it looks like it's going to be like, ten groups in each area. Because, they think, mainly because they are doing other things and that's about all they feel they can handle. I am just thinking out loud about this and wondering, and thinking that would be a useful question to ask the NETworkers, about whether they think this process in someway constrains them. I don't know if this is anything that is possible to ask them about. • Right, they come from the project design and so the need to feel that there is some way to evaluate the impact of the project and I think to some extent, that evaluation is driving that piece of it. • I think that the results are the most important thing. One of the things that we've talked about is sitting down with the organizations and looking at how we might be able to reach those goals, and whether this process really supports that. I mean, that's a question that I have for you, is what will it do to an evaluation if we said, 'Well, maybe this process isn't working in this way and	• I guess what I'm saying is that we don't know if the NETworker is, at this point, really getting the information that we need or asking the right questions because we .... • We talked to them about that. We thought to some extent, that the assessment process gets at what are those compelling reasons that they have for being on-line. That is one reason for using that as a ... • But see, we haven't had any reports back on the actual relationship between the NETworker and the target group yet to really see if that kind of dialogue is going on.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** maybe we need to look at some other things.' I don't know whether it is possible to do and how much possibility there would be at this point, and I don't want to raise expectations on the site level if we are committed to, I mean, we certainly have an evaluation but I mean, it's pretty formalized, I think. ■ And is this process, or is there a way the process can be modified in a way that we can still achieve the goals and still have a credible evaluation. I don't know if there are other options out there. ■ That is where my concern is. I kind of see that happening at the sites already. That they are not actually following the path that we've set forth, but the results, the end results are going to be the same. ■ Well, the end results will be <u>good</u> results. They may not be the same results that we anticipated. They are a different kind of good results. A lot of this was driven by evaluation and we really struggled in the beginning to figure out how do you, as a demonstration, how do you demonstrate that this is having an impact on organizations. And therefore, we looked at what is the mission. That is why we talk so much about the mission of the organization and the idea of having them be clear about the mission up front, and then have the organizations make their own call at the end in terms of to what extent this has helped them achieve their mission.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives **cont'd.**	*A basic goal of the project is what I had just said, about the difference, the value added of the NETworker and utilization of telecommunications technology in accomplishing the organizational mission. That is one thing. There is also the community development aspect of this. How do those two things relate to each other, which is the more important of the two? Does the second one result from the first one?*	■ I think the second one is less explicit than the first one. But it's certainly what we have talked about, and the proposal talks about collaboration as an important goal…among local groups and helping them become more collaborative with colleagues within the state and elsewhere. I'm saying all levels of collaboration. ■ There are some external forces overlapping with us. It's all creating synergies and I think the fact that these are all positives… I can't figure out what are the causes, and I think this will be difficult. I think that one of the roles of the NETworker is really to integrate all [those community-based networking activities] together in some way.		■ *I think there are two assumptions under-riding this project: One, that information helps organizations and two, that networks or collaborations among organizations helps organizations. And so, you are trying to increase each of those things to the point that they are still beneficial and they do not become a drag, so you are spending too much time networking and not enough time working on what it is that you do.* ■ And trying to deliver the service that you need to deliver…. Also, how do you determine, as they are all going to require a fair amount of investment up front, what the benefits are going to be down the line.
	Do you feel like the need to be able to evaluate the project is what's driving part of the focus on organizational mission statements or is that something that you would want in the project anyway? Is it a useful management tool or is it a ..?		■ I think that it is more theoretically than in practice, maybe. I think I probably would not put as much emphasis on it if I wasn't as aware of the need for the evaluation. How do you feel? ■ I don't know, to me you kind of need both pieces. You need the evaluation piece and I think it's important or else you don't really see or can't really measure the results without it. So I think it's key in that it happens in these stages so that we can see that we have advanced from here to there. Or else, we won't have any way of saying 'it's not going in the right direction.' I don't see any other way to really measure what's happening without having it.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.			**Cont'd.** where we <u>have to have</u> results, and if we didn't have this mechanism in place, I don't think we would be able to. ■ But I think there is some sort of balance between having the formal process and having kind of an organic process, where you observe needs and try to meet those needs, whether or not they fit into the category neatly or not. ■ But it's almost like a Phase II in my mind. Like we need to do this Phase I kind of structure in order for people to really understand the process. And then, if there is like a Phase II it's is kind of, you know, now you know what you are doing and how do you go about helping the community without having, you know, to follow this step by step? ■ In practice, I think what they are finding in the site is there are issues coming up that are not formally part of the process that they are feeling they need to address. I mean, certainly I think in Caroline's case. ■ So far, I see them fitting into the process though. I don't see them so far out in left field *(No, no, no)* that they don't fit into the process.	
	Do you have a clear picture of specific activities that would be going on at a local level, at a regional or state level, that would indicate to you that things are being successful? And this is not in a broad sense, but very specific things, I mean, what would be indicative of success?	■ Well, one of the things that is part of the monthly report is success stories, anecdotes, of how they have made a difference.... It's anecdotal. ■ I think that what the community NETworker does is offer a different avenue of getting information., because [the hosts] don't have anyone else there	*Interviewer: To me, it is much more process-focused and when you are talking about two sort of vague things – information and how it helps you and how you work with other organizations – it is not an easy thing to measure. You have to rely on some of the anecdotal success stories. It goes back to some of the things we talked about in January,*	■ The target groups, particularly in the case of BMW. That has been a real issue and they are working with small, emerging CDCs, some of whom don't even have any full-time staff. They only have volunteers, and so a lot of them just do not have a computer at all.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** that does the kind of online searches that [the NETworker] knows how to do. So I think that is where you see where the NETworker has the influence on the organization, because I don't think it would have been brought to the table, that, 'let's go online and search for this information' had she not been there. ■ Another possibility that may present itself where you get some information, give it to someone and it is not useful; I mean that particular information is not useful. But, on the other hand, they may have thought, well this wasn't useful, but maybe the next time we need information, that time they might think, or they might go back to the NETworker and think about going online themselves and that time, they might find some information that's useful. One of the things I have observed a lot is just going in and finding something, doing the search, and finding something that is maybe not quite what they want but kind of close – that it still gets people kind of excited about the possibilities and makes those connections. ■ I think its also the ability to get the information out to others and to be able to share the information more broadly as well, and find information that is useful to one organization. And then you can send it out to a number of other organizations that might also have an interest and be able to benefit as well.	*about perception shifts or things that are internal to people working in organizations. Do they feel that they are in a different place after the process (yeah) has come through their organization and is it a better place. Do they feel like they have a different orientation at that point. A different conception about their own abilities and the abilities of their organization because they now know that yes, there is information out there that I can have, and there are other organizations like mine that could help me in this particular project. So, I think what you are doing is creating an entire sort of funny network structure that I hopefully will be able to map some parts of, at least. That is what I see my job is, to come in at different points and shed some light on what that structure is beginning to look like*	**Cont'd.** ■ If I'm not mistaken, though, the target groups that they have identified have computers so that particular organization that represents that area, you know, where resources are limited. But the ones that they have identified to work with as a target group have access or expect to have access.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** ■ But I think the outcome is that when we have completed this project and this is what I think it is, and you take the NETworker out, that these organizations are connected and they will continue to collaborate and work without having to have Caroline there to implement it. So I think the outcome is that you build coalitions and people continue to use the network to collaborate and not depend on having a NETworker having to make those things happen.... Initially the NETworker is to assist in searching and getting information, but the ultimate outcome is that the organization can do it themselves, that it would not be the responsibility of the NETworker. ■ I think that another scenario could be that they realize they really do need someone and then try to figure out how they keep somebody doing that. I think either scenario is a success. Either they continue to do it. What isn't successful is that if nothing happens and there is no long collaboration, or anything like that. But whether they have somebody there or whether they don't have somebody there and that collaboration is happening: I think that both of them are successful, they are just different ways and different scenarios of success. ■ Because to me it's difficult, or I would feel bad if you set up this fantastic picture of how this works, and at the end of the process, say, for example, Greensboro says they can no longer		

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Wider Objectives cont'd.		**Cont'd.** afford to maintain the NETworker. You don't want to have all this work that has been done, and then everything just falls apart because the NETworker is taken out. See what I'm saying? I think that is where your success comes in, that, you know, you built these relationships and there is this understanding of resources and that they are working together, and continue to work together, even if you pull the person out. Then you have successfully built these collaborations that have really worked, you know, that people continue to do it ongoing. Now, how you measure that after, you won't be able to really, unless somehow we are still in there, you know, kind of monitoring things.		
	I think that is been one of the real positives about the project is that, kind of like you develop a new role that no one really thought about or thought was necessary but now that they have somebody available to do it, they are finding all kinds of ways that can be implemented.	▪ I don't think that the concept of being in an environment, just like working in any organization, just how much time it is going to take for that person to do after get acclimated into that office first, and I think we didn't allow that kind of time frame and so, we wanted the NETworker to come in and start working, but at the same time, they have their own span in the environment in which they worked in. They had to attend meetings and staff meetings, and work with the staff there first and that took a lot of time. In doing that you get, people hear 'technology' and someone that can do		

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Immediate Objectives cont'd.		computers or knows how to put things on line or fix things. This person gets pulled into different directions in helping an organization. We realize, I think, that most of the organizations weren't on line and up to speed, so it also took a lot of time for the NETworker to just get the organization together. I mean, getting them on line and getting them working before they can even look outside of their organization. • And again, I want to emphasize that we needed more time in developing the NETworkers themselves. You know, I think the timetable, like _now_, we are ready to really implement but it took all this time to get them to where we needed them to be and that time was not put into the grant time. I would think we needed three months just to get there... understanding the concept of the NETworker Project.		
	One reason Rocky Mount wanted a NETworker is to help them implement their networking strategy, which is pretty ambitious. They are getting a direct connection in that building and have set up a Parent Information Center that has a computer.	• Yes, that is the other thing that has been kind of interesting. In each case the project has helped fund public access and helps support other access points within the organization in each of the three areas. • But still, and I think we need to talk about this, is that I still felt that they were doing a lot of host specific work that was not directly related to the project. And I pushed really _hard_ and in some cases, there has really been some fall-out from that, because we have had a couple of instances where		

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** we've said this isn't, you know, she's not spending her time on demonstration activities and we are not seeing that progress. You know, we can push them. [The host org. work was] helping them get their technology stuff, doing computer support for their staff, developing this parent center, which has one public access computer but is also a library and since Rocky Mount NW Caroline was a librarian, they asked her to set up the library for the Parent Information Center which is not part of the demonstration. There were a number of things. If you look at her work plan…have you seen the work plans they have done? They have each done work plans, and you can say that there are other activities there that are, in some way support for the host organization as a target group, but also have taken a fair amount of time. You have to go to a lot of meetings. They are often seen as sort of the technology person, and so, anything that's kinda remotely or at all about technology they've been assigned to deal with it. ▪ Particularly with [Rocky Mount], it's been pretty rocky (laughs). You know, I have even talked about… At one point I was really frustrated because, you know stuff wasn't happening, they weren't handing in their reports on time, and at one time, I even thought about pulling this project. But I said I'm not going to do that, but she didn't hear me say I am not going to do that (laughs). So		

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Immediate Objectives cont'd.		**Cont'd.** they've been, they've been, you know…You know, it's been…We've had a couple of meetings and I had one meeting. We sat down with the head of the organization and it's a little strange, because in two of the cases, both in [Rocky Mount and BMW] the host organizations around are on our board… It's a little hairy (laughs) to do it, but I mean, I've pushed pretty hard, and in some ways, it has been a little bit of good-guy, bad-guy stuff. I've been the bad guy and [the project director] has maintained I think, a good relationship with those folks. I mean I've really, I've really pushed and made it clear that I was not happy with what I was the progress being made.		
	• The advisory committee is a local support, a support organization for the NETworker and their host organization in this project, to do a variety of different things. • We have certain kind of organizations that needed to be invited to participate, including our partner organizations, like the Division Community Assistance, Cooperative Extension, the library, CDC. We had certain ones that we asked them to invite to participate because we knew in every community not everyone would do that. And they had their own folks that they wanted to participate, and it's certainly different for each area.			

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	Getting on track would mean getting back focused on the work plans?	I don't think they were totally off the work plans. If they were totally off their work plans they couldn't be where they are now, it's just they didn't go in the direction that we wanted them to go.... They didn't go as fast, they didn't go as fast.	I'm constantly talking to them all the time. If something is wrong I will go out to the site and work with them. Or just, you know, conversations over the phone, a lot of email back forth between us. And I try to make sure that I talk to them every week. Sometimes I talk to them two or three times a week. But there is always some communication so that I can try to keep them on track.	
Immediate Objectives cont'd.	▪ Basically it takes them through a process. We've got, basically, four networking functions. Communication, access to information, collaboration and getting visibility. And the book takes them through a process with a whole series of worksheets of understanding what are their communication needs, who do they communicate with, are they likely to be online, what kind of information do they need, how important is it for them to have information in a digital format versus hard copy, how important is it for it to be timely. It wasn't meant just for this process, it was meant to be a fairly comprehensive assessment for groups that maybe were fairly sophisticated to help them determine the cost-benefit of networking versus other kinds of activities. I sort of said this is your guide, you know, this is your bible. But I had sort of assumed (laughs) that this is kind of a basis that you work from and that you add your own stuff, and I was little shocked that they were taking it so literally. I wasn't expecting it to be that way at all. There is information in here but I never expected them to go and say, 'Okay, you are going to	▪ I think that's the lesson we're learning from this: how they're getting from A to B where we may want one of them to go this way. ▪ They go in different ways. And that is the other thing, to some extent, I think the framework is too formalized. And I think I would, in some ways, one of the reasons we did it was, to some extent, the evaluation is driving it in a way that may not be as constructive because you need to be able to evaluate outcomes with specific organizations. That's the way, we sort of have this lock step. You know, you do your assessment, you do your piece and then at the end you evaluate how it was different. I think what they are finding is there is lots of different demands and they would prefer to be able to have more flexibility and go out there and see where the problems are that are unique to their community and be able to address them in different ways, and try to get there in a different way. I mean, we formalized the process that I think may not really be...		Assumed that NETworkers would know they could make alterations to the assessment process.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Cont'd.** fill out worksheet I and go through it and do worksheet II and go through that. I knew that wouldn't work. But they started doing that so… ▪ The purpose of the assessment is to come up with, to boil their needs down to basically one page which says, these are the compelling reasons for our organization to be online and to use networking. So that they can really understand it clearly. And then, you can start looking at the second or the third chapter is really where they are starting to have strategic networking plans. So then you can help the organizations understand how they need to organize their group in order to use the Net; what the technology decisions are or the financial decisions are. It is to answer the why before the how, and, as you know, very often people want to know what computer they should get, and what browser they could use before they kind of understand what they want to do and how they want to go about it. ▪ It also allows them to see whether or not they want to be a part of this process, you know, if they want to be a target group? Some may go for this and realize that this is not for me and our organization does not want to participate. There has to be some kind of way of seeing, you know, do you want to be a part of this process, and understanding this whole process? I think this assessment does that. ▪ It also has kind of a readiness: what are the barriers, are you ready to network? Do you have the time to do it? Do you have the staff to do it? Do you have anybody that has	**Cont'd.** ▪ Well a perfect example is like the manual that we gave them to follow to do the assessment, and we said, 'Follow this manual to do your assessment.' Well, in doing that, it didn't always, they needed to be able to modify it, but they didn't know they could initially. ▪ Yeah, and had always meant it to be kind of a general guide but they took it like you need to follow it ABC & D, and it doesn't work that way. ▪ And now, it's like this light bulb has come on, and everybody says, 'Oh, okay we can change this and can do this different. ▪ We want them to be as creative as possible. ▪ They were given this guideline and sometimes you need to be able to modify, and it doesn't work. You know you can change this. Now that they realize that, I think it's gonna be a lot different in how they approach their assessments. ▪ Yeah. And since the NETworkers haven't really had an opportunity to do this long enough to kind of make it their own and understand it, we don't know how well that is going. This is a real learning process. We hope that the first one they will learn from. They will learn what works and what doesn't work and then at the end, they will come out with something… ▪ Well, the questions are so detailed. I actually, in doing this, I worked with an editor, and we had some real arguments		

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Immediate Objectives cont'd.	**Cont'd.**
	    technical savvy, do you have access to technical support?
	▪ I think [not having computers is] just the need, and they are saying these folks have these needs and they are dealing with the needs as they present themselves. And people are not saying, 'please come and do an assessment of my,' you know, but they are saying, 'help us get on line or help us get computers, or help us get some information.'
	▪ I think that's why we needed to re-evaluate how the assessment process was being done. I think <u>that</u> was too structured, the assessment process. *(Yeah)* So, if you understand the organization that you are working with, modify the assessment procedure to fit the organization, then I think the assessment would be okay, because it would be helpful to the organization that you are working with.
		Cont'd.
		    about this process. I wanted to boil it down and she kind of argued me into a position where you make it very extensive and sort of provide every kind of laundry list of possible issues. And so, it's really, it could really be used for a group that's really sophisticated, that really wants to do very sophisticated cost-benefit analysis. But most of these are grassroots organizations, and they are not, I mean basically, I think it's just very simple. "Who do you want to talk to, what information do you need, what you are doing now? Do you understand the value added by having information available electronically? Do you understand those benefits. And now that you understand, how do you think? What kind of ideas does this generate in you as to how you might want to use it and apply it? But when you look through it, it is very detailed and you have people go through all this lengthy process. It's not for a beginning group. The issues, I think, it's important for them to understand underlying issues, but certainly to sorta pick and choose, the worksheets are not, don't use the whole worksheets.		

	Are the NETworkers more loyal to NC-Exchange or to their organizations?	▪ (in unison, strongly) <u>To their organizations.</u> ▪ Because they're hired…See it would be different if they were hired by us. See, then we could have more say, but they are hired by the organization and are		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** employees of the host organization. So that makes a difference, I think. - We go back and forth and I think, just for kind of, I think, our own logistical issues that we did not have the resources in terms of the accounting work and all of that stuff, which would've a lot more expensive for us to do. And in some ways, they need to be part of the fabric of their community, and I think it is important that they are there, and that they are able to respond to local needs. - I think the other thing that makes them very loyal the organization is knowing that this project has a time frame to it, and if they are not connected to the organization, then this project is over, then they have no jobs. - And that's way I think they do those things. They are always trying to prove they are part of the whole organization.		
	- Swain County was definitely enthusiastic about the project and were willing to work on it. I think they just have a different kind of concept of what they were going to do there as compared to the other sites. I guess they have seasonal times and there are a lot of bed and breakfasts, resort types, and they saw getting these organizations on line to communicate and get peoples reservations, get web sites, and it is very small business oriented. - We don't really have a lot of say in who they hire because they are hiring a cooperative extension agent where part of their time is to	And it may be that when we have a new NETworker identified, that there may be more effort there, and to some extent, I think it may have been that individual as well, in that [the first NETworker's] interest was very much with the business community and the tourism part. And I think a less of consciousness or commitment to low income communities, which is the other thing that we discussed. It was a concern. That was a real concern that we talked about a lot about her. She had excellent technical skills, very enthusiastic, she developed web sites before we even got into this project. She was really committed to		- Assumed Swain County would have a nonprofit and government orgs. that are willing to participate in the project. - Assumed they could work with people from the Cherokee Reservation but later discovered that they had a separate Extension office.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Cont'd.** do the NETworker project. So even they are taking into consideration our needs as to what the NETworker needs to do, their main concern is going to be that they need an agent, a cooperative extension agent. So, I think we may still have some of the problems we had the first time.	**Cont'd.** working with small businesses, very energetic and I think would have done a very good job with the small businesses. We were concerned about the fact that there wasn't stretching to find… And the small businesses that she targeted were not considered low income. I mean that these were organizations that could have done this themselves, financially. So that was a concern.		
Outputs	- Local advisory committees. - Work plans. - Public access sites. - Web sites and new locations to retrieve information of importance to community development organizations. - NETworkers trained in a variety of networking and community development skills. - Evaluation of the Community NETworker demonstration model. - Mission statements for the host orgs. and the target groups. - Telecommunications needs assessments for participating organizations. - New networks of people and orgs.			
Activities	- Signing memoranda of understanding (MOUs) at each host site. - Generating work plans at each host site. - Working with statewide support organizations to produce web sites that contain useful information for community development organizations. - Periodic trainings for NETworkers.	**Inputs and Indicators** - Assistance from the local advisory committees. - Expert advice from a group of consultants and trainers. - Project model/template in *Making the Net Work*.		

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Wider Objectives	Host sites participated because the liked the idea of the project, but they had their own agendas.	Progress is being made, but it has been hard keeping the groups on track. Project creator Debby has been tough on the groups keeping them in line.		
	Always knew that the host org. would be a target group, and they are finding new ways to use the NETworkers.	They are really thinking about technology from an implementation perspective, not a technical perspective.		
	This project is a demonstration. In it, we are looking at the org.'s mission and then seeing the difference technology makes in helping them achieve that mission. The NETworker should also branch out into the community.	▪ Will use the impact on missions statements to measure achievement over time. ▪ The need to evaluate the project is driving the need to stay with the model, although it possibly constrains the NETworkers. ▪ Results, reaching the goals, are the most important things. It is possible, however, that the process doesn't support that. There may be a need for a change. Can already see groups modifying the project and heading toward unanticipated, though still beneficial, goals. ▪ It is very difficult to demonstrate that this project is having an impact on orgs. That is why we talk so much about how it affects an org.'s mission.	▪ Don't know if the NETworkers are getting the appropriate information. ▪ The assessment process is supposed to generate compelling reasons for groups to be online.	
	How do the goals of accomplishing org. missions and wider community development fit together?	Both are important, though the second is less explicit than the first. There are external collaborative forces at work in the communities that are helping the project. The NETworkers can help integrate these networking activities.		*Two assumptions under-riding the project: that info helps orgs. and that networks or collaborations among orgs. helps orgs.*

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	- *Is the need to evaluate driving the focus on mission statements?* - *The evaluation suggests following the model, but there needs to be a balance between formal and organic processes in the implementation.*		Need to have the evaluation piece to see if we have advanced from here to here. Don't see any other way to measure without it.	
	What are things that would indicate success in this project?	- Reports of success from the sites. - The information the NETworkers find for their orgs. - Sharing info. Broadly with other orgs. - The host orgs. are better connected and continue to collaborate in the absence of a NETworker. - Host orgs. decide they really need a NETworker full time.	*Anecdotal reports of perception shifts, new skills, new opinions about the usefulness or information and networking.*	Many target groups may not have the resources to get their own computers.
Immediate Objectives	Important part of the project is that you are creating a new role in an org. that most people haven't thought of. They then find interesting new uses for this person.	- Wanted the NETworker to begin working right away, but there were delays. There was an adjustment period, and it took time to get the sites up to speed technically. - Needed three months that we didn't have to get the NETworkers to understand the concept of the project. - NETworkers were pulled in different directions early in the project.		
	Rocky Mount wanted the NETworker to help them with their internal networking strategy.	- Project has help fund public access in Rocky Mount and other sites. - Pushed Rocky Mount very hard to keep the NETworker focused on demonstration activities. The DEPC exec. dir. wanted her to focus on host specific work. Threatened to pull the project from this site.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** ▪ Project coordinator has had to maintain working relationships with host sites while Project creator has pushed them.		
	Advisory committees serve as local support orgs. for NETworkers. There were certain groups in each location that had to participate, and then host orgs. could add their own.			
	Does 'getting on track' mean staying focused on the original work plans?	They weren't totally off the work plans, they just didn't go in the desired direction or move fast enough.	There is constant communication between the project coordinator and the NETworkers (sometimes 3-4 times a week) in order to keep them on track.	
	▪ The assessment process, taken form *Making the Net Work* was supposed to focus on four areas: communication, access to information, collaboration, and getting visibility. It would help orgs. uncover why they needed to network, why they should be a part of this process, and whether they were ready to network. ▪ The book was the NETworkers' 'bible', as we told them, but we didn't expect them to follow it so literally. ▪ Assessment process may have been too structured, and that is why we altered it.	▪ NETworkers aren't going in the directions we want them. They want more flexibility to deal with issues that are unique to their communities. We may be too focused on following the framework, which is being driven by the need to evaluate specific outcomes. The framework is too formalized. Also, the manual may be better for more sophisticated orgs. ▪ We thought the manual would be a general guide, but the NETworkers followed it lockstep. Once we let them be more creative and change their approach, things got better. ▪ This is a real learning process and the NETworkers need time to develop a better understanding and make the project their own.		We assumed that the NETworkers knew they could make alterations to the assessment process.

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Immediate Objectives cont'd.	*Are the NETworkers more loyal to NCx or their host orgs.*	▪ [Strongly] Their host orgs. ▪ They are reliant on the host for their future jobs. ▪ They are always trying to prove they are part of the host org. ▪ We want them to be a part of the local community, and we're not sure if that is possible if they are employees of NCx and not the host org.		
	▪ Swain County is enthusiastic, but they have a different concept of what the project is about. They want to focus on small businesses. ▪ NCx has little control over who the Swain Co. host org. hires because they are hiring a cooperative extension agent and must follow state guidelines.	The first NETworker in Swain County was very skilled and worked well with small businesses, but there was no stretching to find low income individuals.		▪ Assumed Swain County would have a nonprofit and government orgs. that are willing to participate in the project. ▪ Assumed they could work with people from the Cherokee Reservation but later discovered that they had a separate Extension office.
Outputs	▪ Local advisory committees. ▪ Work plans. ▪ Public access sites. ▪ Web sites and new locations to retrieve information of importance to community development organizations. ▪ NETworkers trained in a variety of networking and community development skills. ▪ Evaluation of the Community NETworker demonstration model. ▪ Mission statements for the host orgs. and the target groups. ▪ Telecommunications needs assessments for participating organizations. ▪ New networks of people and orgs.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities	• Signing memoranda of understanding (MOUs) at each host site. • Generating work plans at each host site. • Working with statewide support organizations to produce web sites that contain useful information for community development organizations. • Periodic trainings for NETworkers.	**Inputs and Indicators** • Assistance from the local advisory committees. • Expert advice from a group of consultants and trainers. • Project model/template in *Making the Net Work*.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
	• *I think that probably the thing that you do know is that each site is very different.... And I don't necessarily think that that invalidates the model or the template at all, or the approach, but it's as much a difference in the NETworker as in the site.* • I always thought that there were going to be different approaches from the different sites. And it's evident in the dynamics within those areas, like you said, these people know the community and they know how to approach them. • And so they are going to vary on how they are going to get the outcomes.			
Wider Objectives	**Greensboro** • *They want to use the Center for many different things. And the need appears to be there, and the nonprofit community in Site #1 is aware and I don't know personally that they're excited but it was conveyed to me that they're excited about it. The Chamber was very excited about having it there. And it's funny, the host org., in talking with the host org staff, didn't seem to have an idea that they are a central figure in the community. I don't know if that's just modesty, or false modesty, or what. They, they see themselves as being an interested participant in the community. I don't think they see themselves as what they're either becoming, or especially what the center will do for them, which is put them dead in the center of communication that is*	• Well it sounds as if this has really come around. First, we went to a couple of meetings in November, December and January – I think like 3 meetings with this group. And at that point people – particularly the chamber – and even the library, were not that pleased, that gung ho, did not understand what the host org. would do. Kind of saw it as turf issues, saw it as a threat. I mean I don't think there was a lot of warmth that I saw at that point, so one of the exciting things is that maybe having the NETworker there, and having the center set up, has really turned things around. • I'm not sure exactly what turned it around, but I think that it's basically having them involved in the process.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** *going to begin to grow among the nonprofit community.* ■ *And the interesting thing is Site #1 was the one that to me seemed to say more of the things that the two of you say when you describe the project.* ■ Because they've been around it much longer, even though they're just getting the NETworker. ■ *They talk about information programming and training and community building and collaboration and networking in much more broad and comprehensive ways. I don't think that there's going to be any problem with them speeding ahead with the project. I mean you shouldn't be worried that their behind. And in fact, the sense I get is that they won't be behind by, by October. They're going to be ahead of where the other groups are going to be.*	**Cont'd.** And the host org. director has really kept them involved. ■ I think in that case [the host org. director's] style is somewhat different than [the host org founder's] style. She has a much more, she has a real collaborative style. And I think that's been helpful.		
	BMW ■ *The host org. is also in an interesting position because it's not, I don't think it's a natural leader organization in the area – in that it sought to be that -- I think it's that in many ways because of [Host org. founder Clancy Robinson'] family...* ■ Yes, yes. ■ *...and their prominence in the community and [Robinson'] connections in Raleigh. And it's sort of, it's their role in many ways. They're not, they're not shying away from being leaders, but they're also not, they're keeping their distance.* ■ And that's strategic for them too, I think that they want to enable...	■ *I don't know that they had a really good sense of the uses. They know that e-mail is there, they know the information is there, they have a lot of the standard lines about, 'information is power' and 'it's important for our children,' but what I see driving the technology there is the schools and the fact that kids now have to pass a computer competency tests to get out of junior high, or something like that. That the parents feel like--and the organizations themselves, because each has some sort of children's program, they all are doing something like that—there's a need to*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** • *[Many of those] organizations don't have a history of active collaboration with the host org. and there is, what is good is the fact that the Down East People's Connection exists and that's breaking down a lot of the separation among these groups. And it's not really the host org. that's building the collaboration, it's the Down East People's Connection. That's really the source of collaboration in the area, and several of the groups that I talked with are part of that. There was a real sense among the community members of the importance of having telecommunications technologies though almost for the sake of having it.*	**Cont'd.** *have the technology because it's important for the children and their future and they won't compete without it. So the parents are beginning to commit resources to home computers that they wouldn't normally do, although, as NETworker Jill pointed out having been in eastern NC for several years, there's probably not a good conception of the dangers of the Internet, the problems of the Internet, and that you'll have a computer, the kid has had the training in school, the parent doesn't know anything about computers, and that there won't the interaction in the way that its used. Not that there's a rash of computers that are going to be placed in the homes in Tyrell County. I don't think that's going to happen any time soon, but there's still a lot of hand holding and introduction in that area, I think that has to be done by the NETworker, and as you point out, it may be a set of skills that NETworker Calvin needs to develop. Or maybe it's a role that NETworker Jennifer plays instead, in bringing those people who work for the organizations who can talk about the need to use computers, but I think, they didn't admit it to me, but they talked about it with such ease, but I think they're still intimidated by computers and by the Internet....*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		***Cont'd.*** *Well, not the NETworkers but the sites themselves.* ■ *And even though there's some awareness, almost desperation for computers and Internet access, beyond that there's still a lot of question about what will happen with it. By general standards the organizations are very small and very community-based and are still feeling their way forward in basic organizational things. The CDCs I think have a better idea of what they're doing with technology and telecommunications.* ■ It is <u>so</u> good for me to hear you say this, because this is my perception of what the BMW area is like. I mean it's not like the other sites, and it's much more difficult in order to make this work. And it's not a clear, it's like I always feel like they are out of the loop so that, you know, other people have computers and everybody's online, [but they say] 'our schools don't have the same capabilities, and we don't get the same resources. We need it,' but [then they] don't really know how to use it, and so. I mean I saw this all the time, and it was always in my mind that we can't compare these sites, and that we can't work with them the same way, and that there has to be a level of understanding of, 'I understand what the project needs, what the goals are' but we can't structure it in black and		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		*Cont'd.* white and say this is how you have to get from A to Z and expect it to work the same way. It just can't happen. ■ But we have to figure out how to make that leap from the abstract to making it real. ■ And I still don't have a clear sense that there's a real grounded strategy for that. ■ *I do think that one of the most positive things about the eastern part of the state is the energy level and the interested in the project. I think that the interest is higher there than it is anywhere else.* ■ They see it as, I think that they invest more in it as a solution to their problems than the other areas. ■ *Which is also part of the problem. I mean it's the opportunity[that the technology presents]...* ■ And that maybe there are some unrealistic expectations that people have, too. ■ *Right. So you have to, I think you need to guard against that and be aware of it, that that interest level and excitement is the highest [in the eastern part of the state]. The advisory board is not as well-developed there. I don't think they have a good concept of the project or their own roles in the project.* ■ *I would agree with that.*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Rocky Mount** ■ *At Rocky Mount, as I'm sure you know, they are very much focused on one issue, one goal, There may be different approaches within that issue but it's family preservation and child welfare. And it doesn't range outside of that.* ■ Yeah, and we pretty well knew that but we also thought it's very broad, I mean that in and of itself it is very broad. ■ *And therefore I don't see any cause for alarm in that.. Because I think especially groups, the family resource centers, provide for such an array of needs in their communities, you can't pigeonhole them and say that what they're going to be doing is just one thing. It might be job training one minute and day care kinds of things the next. Or advocacy. I was interested to see how much the groups have an inclination toward thinking about policy or to being advocates for what they are doing, and that's probably bolstered by having the host organization there. That obviously is a juggernaut.* ■ It's very advocacy and public policy oriented, which is, I'm glad you said that because I hadn't heard that that had been a focus, and I'm pleased to hear it. ■ *I think that NETworker Caroline was definitely aware of the need to have specific activities related to this project and to serve the host org., and she had a clear differentiation in her mind of the goals of each and the need to focus on this project, not exclusively, by any means.*	*And it didn't come from her. It came from meetings, all the meetings that I had were with their community fellows, so each of those persons represents an organization in some way, and they had, some of them have had more direct ties to the host org. than others. But two of the people that I met with who represent family resource centers, oh actually one was a home child care provider, and another one represented a Family Resource Center, and they both talked about taking trips to Raleigh, using the Internet to monitor legislation. And it was unprompted, it wasn't something that I was searching for.* :		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	• I think that this would be a good topic for the training, maybe. Let's think about it, maybe.... to recognize their role and be able to look for opportunities to be able to be a catalyst for collaboration. • *One of the things that I am interested in is whether — and this is not anything that I had really thought about – but whether the availability of these electronic forms of communication, and the impetus to look for information – the idea that a group or a person may not know everything, and they're eager to seek information, which the chamber person seemed to think: that the easier they made information available the more that people came and got it the better they seemed to think things would go-- is that if having this orientation, which is sort of a communicative orientation -- one that is based on information access, information exchange, sharing in general of all kinds of things – if that builds a more collaborative sense within the area. And what role are the NETworkers and the host organizations going to play? Are they going to find themselves as being sort of a creator of a more collaborative spirit within the communities where they are?*	• *It may be a leap to make this connection, and I'm the one who's doing it – I don't think other people really made it -- but the availability of these technologies: e-mail, the Internet – Internet is not used enough in these places to credit this to the Internet – but I think that the general culture of technology and computers and information exchange and information being so important has created, has subverted that tendency to be protective of information and has opened it up more. I mean, it's an interesting...* • That's a really interesting, that's a really interesting observation, and I think that generally that that's really something that I think that could be really fruitful. • *I mean the technology tends to make people so accessible and accessible in a different, in a non-hierarchical way. I mean there's a totally different, as you know, a different dynamic in a relationship over the Internet. I mean, it's trite to say that it breaks down barriers, but it does in some ways, and not just what you would think of as traditional barriers of gender or race or geography but those of hierarchy, of an information provider and someone accessing information. When you allow people to be able to put information out there, to be their own providers, they think of themselves as having*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** *something to contribute and they are less intimidated about going out and finding additional information.* ■ And I think for those people, what's interesting that we've found separate from this project, that those people who have chosen to be accessible via email and have really entered in and have made it part of their life really, while they may in other situations still be or act hierarchical, in the email culture [are much more responsive]. So that's kind of interesting. ■ *I don't want to make too much of that, but it's something that I think does create a new sort of sensibility, a new culture and it's one that I think can be capitalized upon. Still, in eastern NC I don't, I don't gather that groups...I think the nonprofit groups are working together. I think social service agencies are beginning to work with nonprofits more, um. Things like EZ/EC and the OFF program and Smart Start have really forced people into relationships where they are now talking to each other...But I don't see that crossing the lines to county commissioners and the typical power holders: the corporations, those that exist -- I mean, it's not like there are many.* ■ To the establishment. ■ *Yeah. I mean, those lines aren't open at this point, and I don't know exactly how they, how they get opened.*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Greensboro** ■ *I think that the host org. is carving out a niche in particular kinds of training. They want to have some drop-in hours, but they see as a next step for them to establish a fairly solid routine in terms of what the centers are going to be used for, what the hours will be, getting volunteers in there to do things that aren't necessarily related to the NETworker project.* ■ We kind of always knew that too. ■ *I don't think NETworker Jill's only focus is going to be on the nonprofits in the building, but, they're going to serve them in some capacity. I think what they see is setting up a process by which the target groups will participate in some of the same things that they will be doing with other groups, but they'll do more intense work with the NETworker.* ■ That's what we understood, too [although] there was not that clear understanding prior to me going last week. ■ *In any case, I think that Greensboro has the most interesting ideas about building ...I mean, NETworker Jill really spoke well about networking and collaboration and community-building with a good idea of the steps that you have to go through... She has a very sophisticated understanding of community-building.* ■ She does have a lot of that.... Yeah., and she's got maybe more technical [skills] than the other two, or feels more comfortable with the technology. ■ *And she was also the one who talked a lot about the NETworkers sharing info.*	■ *I think that the pressure that Host org. director Sarah feels...she wants to see this project become rooted in her site.* ■ Very much so. ■ *She feels like the hundred computers downstairs, the Downtown Computing Center...that [Host org founder Miller] maybe has this idea of what it is that is so far in front of what everybody else is thinking about that that's the source of the gap. But it's also creating some kind of awkwardness in that he doesn't seem to see the steps in between there.* ■ Yeah, yeah. It's the reason why he wanted to go with the 20 [computers] and not start with the 5. He thinks big. He thinks big and he's not, he wants to go ahead, he doesn't, he's not really collaborative. ■ He wants it to happen now. ■ And he wants to...I think if he had done it the way that he wanted there would be all kinds of negative stuff. I don't know. [That's] my sense. ■ *Well, I don't think he sees what you have to do once you get into...I almost got the feeling that he doesn't understand the branch offices of Self Help, that there's a real separation between – and even tough they have team-building meetings and they collaborate – there's a real sense of, of separation between the sites themselves and Durham. I think that they feel more affinity among themselves as regional centers than*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** *they do back with the home office in Durham. And it's like a different organization exists in those areas because it has to be. It's a different process of community-building and positioning the organization within the communities. As she said, it's kind of funny that some of the loan people in Durham are now turning to the local sites in order to find ways to market their loan funds. I don't know if that means that they're not getting as many, that they never had a problem in the past with attracting applicants. And she said, 'You know, that's something we had to do from day one. It's just a reality that's here.' And it is obvious that they weren't aware of that reality in Durham. So...I think she sees them as a model for other sites in the state and she just wants the founder to leave her alone for a while.* • [Emphatically] I know, I know. • She really would like to just... • Just take this project and run with it. • [Laughter] She said that's really what kind of kept her wanting to stay there. She really wanted to see this through, and that she had put a lot of energy into it, and now that it's up and running, she didn't want someone else to enjoy the...[Laughter].		
	Site #2 • *The Down East People's Connection (Deep C) group, you may want to go to*	One of the issues I think is the fact that NETworker Calvin himself doesn't feel real comfortable doing information brokering		*I do think that there's a problem in eastern NC with resources, with computers.*

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Cont'd.** *one of their meetings because they're going to incorporate that group into the NETworker project. I think they've talked to you about that.* ■ *BMW NETworkers Calvin and Jennifer see [demonstrating information access possibilities and moving the target groups toward doing more of it themselves] as their, practically their only mission. I don't see them doing any information brokering, really. They see the project as a training-oriented project where they will visit these sites, they will carry them through the assessment process to some degree. I think they're doing the assessment process in stages. When they introduce the project they are doing the first part of the assessment process, and then they're following up from there. But all of those sites said, 'Well what we're going to get is training on how to use the Internet.' And I think that the information brokering that will happen will happen during those training sessions.* ■ *Greensboro NETworker Jill really spoke well about networking and collaboration and community-building with a good idea of the steps that you have to go through. It may be something that Calvin didn't verbalize but he's just aware of because that's the way you go about doing it in [his area].* ■ I think, yeah, I think that's probably true, I mean I think that's just so much a given with them that that's [what's done].	**Cont'd.** yet. I think that's one factor that they're developing a different strategy.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Rocky Mount** ■ *I think that NETworker Caroline is aware of that. That's not a problem...The trouble is going to be having her pulled in so many directions that she can still remain strategic in a few uses. She is the only one who is really doing information brokering... She does see that as a part of her job, and she ultimately wants to train people to do it themselves, but I'm sure having been a librarian influences that.* ■ I agree. ■ *She sees that the way she can hook organizations is by demonstrating the information access possibilities and eventually she will move them toward doing more of it themselves.*	■ *The problem in Site #3 is the one that you identified of keeping them...* ■ Focused. ■ [They have] an interesting Advisory Committee. They are very dedicated at my perception, and very much involved in this project, and very supportive of Caroline.		
	Swain County ■ We've talked to the Cooperative Extension about Swain Co. in the last week, and you know the idea was that [the NETworker] was going to work half time. But because they've lost so much time, that they're willing to make it full time. ■ And so the anticipation is to have that person in there in August.			
Outputs				
Activities		**Inputs and Indicators** *[The NETworkers] are happy with the support they are getting from here, particularly from Project Coordinator #1 Glenda being in constant contact with them.*		

RLF 6: NC-Exchange Executive Director (Project Creator), Debby Stebark, Project Coordinator #1, Glenda Robinson. Source: Interview, 19/7/97.

SHORT
VERSION

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	There will be different approaches at different sites to reach the final outcomes.			
	Greensboro *They want to use the computer center for many different things.*	▪ Having the NETworker in place and the computer center set up has helped reduce turf issues between Self-Help and the local library. ▪ The Host org. director has a very collaborative style, and this helps.		
	BMW ▪ *Host org. is in a prominent position in the community because of the Robinson family. The Down East Peoples Connection is also building collaboration in the area.* ▪ BMW is not like the other sites because of the lack of resources in the communities they serve. That's why we can't compare the sites and work with them the same way. There has to be a level of understanding of what the project needs, what the goals are, but we can't structure it in black and white and say this is how you have to get from A to Z and expect it to work the same way. It just can't happen. ▪ But we have to figure out how to make that leap from the abstract to making it real. ▪ And I still don't have a clear sense that there's a real grounded strategy for that.	▪ *Although there's a great desire for Internet access among the target groups, there's not much understanding of potential strategic uses of the Internet. There needs to be a lot of hand holding.* ▪ Because of the enthusiasm, there may be unrealistic expectations among the target groups.		
	Rocky Mount ▪ *The host org. and the NETworker are focused on one issue: family preservation and child welfare.*	*Certain target group members are using technology to monitor state level legislative activity.*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
	Cont'd. • Within that one area they have a broad impact.			
	NETworkers can be a catalyst for collaboration in their communities.	*The technology tends to make people accessible in a different, non-hierarchical way. There's a totally different dynamic in a relationship over the Internet. It's trite to say that it breaks down barriers, but it does in some ways, and not just what you would think of as traditional barriers of gender or race or geography, but those of hierarchy, of an information provider and someone accessing information. It possibly creates a new sort of sensibility, a new culture and it's one that can be capitalized upon.*		
Immediate Objectives	**Greensboro** NETworker is attempting to use the computer center for training for target groups and drop-in users.	The Self-Help executive director is not very collaborative. He wants things to happen immediately and on a grand scale, and he won't leave the local host org. director alone to run the NETworker project.		
	BMW *The NETworkers are focusing on training, and they have significantly altered the assessment process.*	BMW NETworker Calvin is not comfortable being an information broker. This leads him to pursue a different strategy with the project.		*There is a problem in this area with a lack of resources for computers.*
	Rocky Mount *Rocky Mount NETworker #1 Caroline has done mostly info. Brokering, but she eventually wants to do training.*	• There is trouble keeping this site focused. • The advisory board bas been very interested and supportive.		
	Swain County The 2nd NETworker will be a full time staff person., rather than half time, as first planned			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs				
Activities		**Inputs and Indicators** *All NETworkers are positive about the amount of constant support they have received from the project coordinator.*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	*Do you, did you expect that that would be the case, that they would end up being very different in the end, or did you think that it might be more along the model?*	▪ I'd thought more the model, but I think I realized that there was great variation. I think one of the things we wanted to see, was how this might be expressed, and how that kind of institutional home for the model would impact the final outcomes. ▪ In some ways it seems that it's less defined by the institution and more by personalities and what's going on in the individual sites.		
	Greensboro	▪ I think in Greensboro, they wanted the center, originally, and then later on, I think they weren't as clear about what they wanted to do with the it. At one point they said, 'Okay, we'll do your project the way you wanted it done,' and then at that point I think they lost a sense of what it is they wanted, the goals that they wanted for the project, and that was never really thought through. And one of my frustrations is we were never able to sit down with [host site director] Sarah and [Self-Help Executive Director] Miller together, in one space, and meet. Miller just didn't like to have meetings, and if we had been able to do that, I think we'd have saved ourselves a lot of [problems]. ▪ Self Help was the one where we talked to Miller, and we talked to Sarah. And I think one of the things that was difficult was Sarah had sort		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** *Would you see the Self Help center as being an interesting model in the country?*	**Cont'd.** of made it clear that she wanted to be the one who'd deal with Miller, and that we should deal with her. Miller was going through some difficult times then. I think that was a mistake. We never did figure out where to go. We basically went through Sarah at the time. We did a fair amount of discussion with her because she was in place at the early stage as well. We talked with her, as well as with Miller; I did a lot more talking with Miller then. Once it was funded, Sarah said, 'Just talk to me, and I'll make sure that Miller is apprised of this; he'll be fully informed.' Sometimes that happened. There was some difficult time around that. ■ The focus on [the technology center] as a resource for non-profits rather than individuals [is unique]. I think most community technology centers are focused on individuals, rather than organizations. By working through organizations, they're able to create economies of scale and do the sort of cross-support by providing slots, bringing trainers in for training through organizations, and using the resources in a collaborative way. And then the fact that it was done along with the target group approach, so that you've got folks sort of coming in, and the fact also, that it's based in a building where there are twenty nonprofits and it's used as a resource		

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Wider Objectives cont'd.	**Cont'd.**	**Cont'd.** for the building, I think is a really neat idea. • I think it could have been used more effectively if there'd been more effort at the outset to really think through the goals of the center, and that there had been some guidelines established, and they were able to work through their advisory committee. I think there were some opportunities lost because some of the initial work around the advisory committees was probably weak in terms of pulling that together, and I think they lost some credibility, and really were never able to kind of re-establish that. I think that board-based advisory committee might have helped increase the scope of functions and extended their reach. • I think that probably they needed to work with the small business community, which was an effort that was done in the beginning, and it never really - I don't think there was a lot, much follow up with that - and with the library, though there was some stuff done. [They needed to] do more outreach so there was a broader sense of ownership of the training facility, by the whole community. I think there was very good work done, you know, with SeniorNet, and you know, with the Women's Resource Center, and collaborations with the library stuff. So I think they did some really good collaborations, and it's possible that those were the ones that		

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Wider Objectives cont'd.		**Cont'd.** were just at a state of readiness, and that the rest might have been pushing it, but I don't know for sure. My guess is that [the training center] might have been used more broadly and more effectively if there'd been more outreach into the community to different groups and sectors in Greensboro.		
	Rocky Mount	• I think particularly in Rocky Mount there was pretty consistently an ingrained struggle between what the concept of the project was and what they wanted to do with it. ... I think it was, 'This is a technology, this is our technology project, and this is money for us to have some in-house technology. We'll network our building, we'll get all our staff up and going, we'll use it for our board, we'll use it for our fellows program, we'll use it for our building.' And it became pretty obvious at the time that we got the grant that that was their vision. It never was able to move beyond the umbrella of the org. into the larger community. • We did have one meeting with [host site Executive Director] Barbara and [NETworker] Caroline, which was a really important and useful meeting, because there'd been a lot of, I think, conflict before that meeting. We were able to work out some pieces of the work plan. That was helpful, but there was always something getting in		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** the way. The whole Rocky Mount thing was difficult. ▪ I don't think they [the NETworkers] reported to [host site supervisor] Pat, and Pat was I think the person who was kind of caught in between. I think Barbara was really setting the guidelines, and I don't think she had really delegated that to Pat to the extent that that happened in Greensboro, or in [Swain Co.]. I think Barbara was always really engaged in what the NETworker was about, and had some strong ideas about what she wanted accomplished. So Pat was more an implementer of Barbara's ideas, is my own view of that. In the other sites there was a disconnect between state, central, and local offices. ▪ I was talking to Barbara, and I was in contact with Barbara, and then she was delegating things to Pat. But Pat was difficult to get a hold of... I think she was buy and didn't return calls. It took weeks to get phone calls returned sometimes. It was really hard to get a response from her.		
	BMW	▪ I think that the largest leap has really been done by the grassroots organization [BMW], and that's something I had hoped to see. ▪ I think that the TAT project [at BMW CDC] that's evolving out of [the NETworker project] is really exciting. Whether or not it's able to actually		▪ I was just, I think I was somewhat concerned about the resources they had to actually make this happen, given everything else that was going on: the fact that they were juggling so many things, at one time. But I don't, I don't believe that I ever questioned

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** survive and function, the fact that they've found that this is important enough, that they see it sort of underlying a lot of their future activities, I've been very impressed with that, because I think that there has been a real perceptual change about the role of technology. They've moved beyond finding out what's online and what's on the web, to issues about public access or issues of collaboration, and so I've been pleased with that. ■ We, yeah, well, we worked with [host site Executive Director] Maisie and [host site Board Chairman] Clancy, until the time it was decided that [NETworker A] Calvin and [NETworker B] Jennifer were going to share that. And then we talked to Calvin, but you know, with BMW, when you come in, you sit down with Maisie and Calvin, and often Clancy sits in as well.		**Cont'd.** them as a choice. ■ It's tough for a grassroots organization that's really pressed in terms of resources and have so many responsibilities, to actually take on and integrate new functions.
	Swain County *What about Swain County? Do you think that they ever moved beyond the original conception of this being...?*	Well, they had a personnel change in Swain County. The person at the statewide level, who was interested in the broader implications of this left in between the time [we submitted the proposal and] this project got funded. I think the new person just said, 'Okay, we'll run this project, and here's some extra money,' and never was really engaged in it.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	*What best expresses your expectations of what you thought would have happened [in the project]?*	▪ I think I had anticipated more of a broker function *(Meaning?)* an information brokering function. That they would choose to take on the role of seeing a need in the community, immediately running to the Net to find resources, and delivering those resources. And, I don't think any of the sites have done that to the extent that I had originally expected. A big reason for that is the fact that the project evolved from the planning project, where that was the focus, to a broader focus with lots of other activities. And I think there were just too many for them to incorporate, and I think the broker function is one that suits people who maybe came from a library background ▪ I've been with this concept, I actually started in 1993. It's been five years, and so I've got very invested in a particular vision. And then what happened, people sort of expressed that vision in their own way, and so I still had some expectations, and I think I've had to learn to sort of step back and appreciate where people have taken it. So that's been not as easy... I think I've let go, you know, had to let go of some of the original vision, for my own original vision, after the first year or so.		
	If Swain, Greensboro, and Rocky Mount represent organizations that aren't integrated into the community -- I mean, they're important	No, I think it would need to be restructured. I think, again, having an artificial overlay of a community-wide [organization] is not		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	**Cont'd.** *members of the community, and they perform specific functions, but they don't represent the community vision – do you think that a project like the NETworker project can succeed in its original goals?*	**Cont'd.** realistic, so I think we really learned that. It needs to be either you work within local, current organizations -- and there the purpose is to support the organizations and to maybe nudge it a little bit more into community work – or you work for NC-Exchange, or a group, directly. I think that [it] would have been difficult and problematic for someone to be in a community and not have a local base. So I think the structure was flawed. You know, we learned a lot, I mean, we really learned a lot through this process... And I think I'm maybe the toughest critic of this. I don't know whether other people are too, but I feel it's really important to think back to that structure, and re-evaluate.		
	Did the role of the NETworker change over the course of the project, or do you think the role the NETworker had to play, did it change? Or did the NETworkers become more accustomed to what they were doing? Most of them report feeling a little bit more comfortable after Janet came on, and that's not a comment on Janet or Glenda, it's a timing issue; [however] they do talk about a 'loosening up' when Janet came in .	▪ In most projects I've been on, I could almost graph it out. In this project, I think it was more of a, of a 'two steps forward, one step backward' pretty consistently throughout the life of the project, both in terms of personnel changes, in turnover, and in terms of the ability of the NETworker to really focus and move the project versus having kind of internal issues and activities that they had to deal with. It was a year and a half before you had four NETworkers and the coordinator in place. I mean, every single site had turnover of a NETworker within the two years, [plus] a turnover of the project coordinator! And it was for very different reasons... Although part of the reason may have been that this	Well, one of the things is because we were accountable, that we asked for monthly reports, and those kinds of things, which was which seemed to be a real burden for them. When Janet came in it was about the time when we said, 'This is really tough on them,' and decided not to do that. Now we paid for that administratively at NC-Exchange. It lessened, again, the sense of responsibility to NC-Exchange, even more so than it had in the past. That was in a sense of accountability; that also meant we had to do a lot more work to follow up with them, about what was really going on there, because it's always hard to document what was actually happening.	

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Wider Objectives cont'd.		**Cont'd.** was just a tough job, and people were not comfortable in being caught in between the two, you know, needing to answer to two masters. ▪ I think the reportings were part of that. I think that's one thing that changed. [Project Coordinator #2] Janet, as someone coming in, was really -- and I think rightly so -- concerned about building positive, constructive relationships, and so that made it difficult to play the taskmaster role. That was a really difficult balance for her, and she did manage to build the relationships in a constructive, positive way, which I think ultimately was the most important thing. Probably if she'd pushed too hard, she risked undermining those relationships, which were really important for her as a new person coming in. So I think it was not an easy call, and it would have been hard to do both.		
	You were providing periodic trainings, you were facilitating the communication among the NETworkers themselves, and those were the principal ways of helping the NETworkers try to define their roles in the community. Did you expect that either the host organization or the advisory board was going to help do that?	▪ I thought that the host organization would be an entree to the community, rather than almost a closed system. That they would be a gateway for them, and that they would want to use them as a way to build their credibility and openness within the community, and demonstrat[e] their willingness to serve the broader community. ▪ For the most part, I think it was more of a tension rather than a springboard.		

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Immediate Objectives	*What was the process like in putting together the application for the project and recruiting the sites that participated?*	Well, it was very rushed. We already had done an application in 1995, that had not been successful, and so what we did was we went back to -- and I'm trying to remember: Self Help was part of it, I think BMW was part of it... I'm not sure if Extension was one of the sites in '95 – but we really looking for those groups that had an interest and wanted to do it, but also that assured that we could get match up front. The need to go with organizations that had matched meant that we had to make choices sooner than probably was... It would have been better if we'd been able to do an RFP, and really see what the interest was and what the vision was, and go through an RFP process. But because of the way the TIIAP program was structured, we weren't able to do that because we needed to have the commitments up front. We did talk to some others; we talked to several groups and those that were able to make the commitment within a reasonable time period were the ones that we went with. To some extent they were organizations that we already had a relationship with, with the exception of Extension. But I was really interested in seeing Extension take on this role more broadly within Extension and thought that this could be leveraged to do that. With the person we were in contact with at the time, that really was something that sounded like they were serious about. That person changed by the time the project got started. I think there was much less interest. Well, for a time there was no person, so when we'd launched it, it was sort of the head of the		

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Immediate Objectives cont'd.		**Cont'd.** departments doing this in their spare time. I think they were trying to fulfill their commitment, but [they] were kind of going through the motions.		
	When you were developing that proposal, each of those sites wrote up a work plan for what they were going to do?	▪ Not at the first stage, no. ▪ We didn't ask each one to do a work plan, as such. We spent some time talking with them. We talked to each of them, and we realized that each of them had a different approach, a different twist, something that they wanted to accomplish, which we thought was important. We thought it was important that the organization had a goal that they wanted to accomplish. We thought also that part of that goal was outreach to the broader community, and that's where, there wasn't as much follow-through. ▪ We wanted them to have an agenda. We just didn't think it would be so ... all-consuming! It probably was fine for BMW, because their agenda was really consistent, overall, with empowerment and so forth. [With] Self Help, I think it was a little bit outside the scope of what Self Help normally did. For Down East, we knew they were interested in their satellite groups around them, but there were so many groups that we thought that really didn't make sense. And we weren't clear about the balance between the in-house focus and the focus externally.		

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Immediate Objectives cont'd.	*[Project Coordinator #2] Janet pointed out that most of the original project, when you were creating the proposal and negotiating the match structure, you were having to deal with the executive directors or the statewide representative of the organizations that would ultimately end up hosting the project. – and that it was there that the terms were negotiated for what work would be done on site. [You dealt with these people] because of the significant amount of resources that these organizations were going to have to commit either in kind or in cash, to meet the matching requirements. When the project was funded, then, effectively, the management of the project at the host sites was turned over to a representative at the local site, and that that seems to be a source of problem.*	▪ In Greensboro, I think it was. In Cooperative Extension [Swain Co.], it definitely was. I think in Rocky Mount we had an agenda and they had an agenda, and it never really meshed. Certainly BMW was fairly consistent the whole way through. So yeah, I think that is certainly the case [in the first two sites]. ▪ Also what you negotiate up front, it becomes, in some cases, it's not, it's a different model. I think it's hard conceptually for folks to get their minds around. It's kind of a Rorschach phenomenon where you project your own sense of what technology is. In some cases they thought about it as a technology project, and so they just thought of it as 'the technology project' and we'll use it for technology rather than really perceiving what it was about, even though we tried to explain it, and they got copies of the proposal.		
	When you had those original conversations with the people, what were they like? Were you introducing the project, and moving straight into setting work plans? This is once the grants were made.	▪ I think we wanted to sit down and try to understand their interest and make sure that they understood the project, understood what their responsibilities would be. We tried to work on budgets. But I think it was a very, very rushed time. It was a really, really rushed time, and Glenda was new, and so I was juggling that along with a lot of other things at the time. ▪ [We spent time] trying to get her [Glenda] up to speed, because a lot of		

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Immediate Objectives cont'd.		**Cont'd.** things were very new for her in the project, and the whole area was new, and the personalities were new. Glenda is extremely capable, but it took her a while to feel confident enough to go out and handle that on her own. When she did, it worked out great. Janet came in and kind of took charge, I think, much more quickly. • Well, she [Glenda] wasn't kind of really 'Look to me.' She did a very good job in terms of establishing the relationship. It was still kind of a good cop – bad cop piece a little bit, where she was there developing the relationship, being the person to offer help and support. I was the one that was focusing on, 'These are the requirements, these are the responsibilities, are you sure you understand these issues?' So I think that was somewhat of a division of labor. I think all along I was the tough person, which is not sort of my typical role! But, it grew to be in this project. The other real, real problem in the beginning was I really wanted to wait three months to really get the systems and the administration in place. And I remember that Miller pushed me really, really hard, because he had somebody at the point, he wanted to hire, and he was afraid that person was going to leave. And so he pushed me to get it started a lot earlier. It turned out that person did leave, and never was hired, but I		

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Immediate Objectives cont'd.		**Cont'd.** mean, Miller's very strong, and he was really adamant about not waiting, and, I think that really cost us.		
	So, in this moving slightly quickly with the project, with the host site directors... Glenda indicated that she felt like they understood what the project was about, and what was supposed to happen, but that at some point, tensions came up, between the NETworkers and the host sites, and NC-Exchange.	▪ I thought they understood too. It was not an antagonistic role initially, at all. But I thought they understood too. I guess, I don't know, I still have this feeling that they... I mean, to some extent, it was, 'We're going to do what we want,' you know, 'We've got this person; we've got the money.' I think really that's what Barbara was saying! [laughs] Barbara played really hard, real hardball with it. It was, 'We don't need this, we can drop out, and we want to do it our way.' It was kind of , 'We're gonna do it our way.' So, I think that they talked one way, and then when it came down to it, they either knew all along what they wanted from it, and then really pushed that, or else they weren't really clear. And it's hard for me at this point to assess. I would probably agree with Glenda. We both spent a lot of time trying to get some clarity and buy-in, and make sure that people understood what the goals were, and that they were consistent, and that we both had a shared understanding of it.		So, I thought that things were a little bit more clear. I assumed they understood; we all seemed to be on the same bandwidth. This was not new stuff. We had worked with the planning process – we'd worked with BMW, we'd worked with Self Help, they had been part of the planning process, and they had been planning sites. And it was in some ways an extension of that vision, dating back to 1994. So, we thought they got it, because we'd been involved with them over a couple of years.
	What did you do, in order to get that? What was the process you used?	▪ We had a set of guidelines, we had some basic principles. We had wanted them to look at the proposal. And as they described what they wanted, we always tried to reinforce it		

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Immediate Objectives cont'd.	Cont'd.	Cont'd. in terms of [the proposal] and reflect back. For example, in terms of Extension: this is what the goal of the project is, and yes, working with small business is fine, and that's something that is appropriate, but we also need to see that there's gonna be reaching out to the CBOs in the area as well. And everybody said yes, and then all of a sudden they came in and said, 'There are no CBOs in this area.' [laughs]. ▪ We had face to face meetings where possible. The only one where we didn't do face to face, although Glenda did, was with Larry. I never met face to face with Miller; he just wouldn't agree to it. I mean, he just kept rejecting opportunities to sit down. I'm really, I'm really… I just think that was unfortunate. Somehow, [with] him and Sarah in the same room, I think things would have been different. It would have helped clarify roles and responsibilities. ▪ And this was not new stuff. We had worked with the planning process – we'd worked with BMW, we'd worked with Self Help, they had been part of the planning process, and they had been planning sites. And it was in some ways an extension of that vision, dating back to 1994. So, we thought they got it, because we'd been involved with them over a couple of years. And Barbara, we just had had a number of just talks,		

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Immediate Objectives cont'd.	**Cont'd.** *So when they began to implement, it ended up being different than what you thought the original agreement would be?*	**Cont'd.** and discussions over the years, about other things, and I'd come in and met with her – she was working with a group that applied for a '95 TIIAP grant – and talked a lot about the philosophy. And I'd come in and do presentations for the community fellows group and other things in the interim. So, I thought that things were a little bit more clear. I assumed they understood; we all seemed to be on the same bandwidth . And then either they didn't understand, or there was already an agenda there, and I don't know which. • Yeah, it's a difference in nuance and degree. I think all the sites really made very slow progress on the work plan because other things were going on. Problems with the work plan was the thing that was frustrating us.		
	One of the first examples of the difficulty in the work plan came up around the assessment process, is that true?			Yeah, right. And I think there was some assumption in both Irvin and me [that] I made it clear that this was kind of a guideline. I was expecting them to use it as creatively as possible, and for some reason they had a sense of that they needed to, or it was more comfortable to them, to take step one, take step two, take step three. Even though it was really, obviously much slower. And the sense is that other things were happening on those sites, that didn't have much to do with the demo. I think a lot of time and energy was spent with other things that weren't directly related to the demonstration. And then it got hard, I mean,

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				Cont'd. that was where it really, really got hard. [And], I mean, how much do you push? We were in an [unusual situation]. Two of the sites were people on our board, of the Justice Center. So then you're at a point where you're really pushing your own board members. And that was not a really healthy situation, I don't think.
Immediate Objectives cont'd.	*Help me understand something that the NETworkers talk about. They've had these work plans, you've tried to go through and help them think of steps to get their jobs done, or to make progress in their sites. But each one of them talks about not having enough guidance from NC-Exchange in order to do their jobs. How do you make sense of that?*	▪ I was concerned that we were giving them too much... Both Glenda and Janet constantly said, 'We're here to help you, if you need help, give us a call. If you have questions, give us a call.' [We] made a point of reaching out to them, would be in touch with them every week. What questions were they asking that they were not getting help with? We didn't hear, I didn't hear a lot of questions, other than... I'm not sure what... If there was confusion or they needed clarification... I would want to hear some specifics about things they asked for that they didn't get. Were any of them specific about that? ▪ So I'm not real clear about it, other than they were never clear about the concept itself and didn't feel comfortable asking about it. I don't know what more we could have done to be helpful and supportive when things got rolling. Both Glenda and Janet really did a lot of outreach. We spent a lot of time in the training sessions trying to trouble shoot and do problem solving. As they'd talk about		

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Immediate Objectives cont'd.		**Cont'd.** problems, we all tried to be supportive and give responses. Unless they're very specific about it. The only thing that I can guess is that they never did understand it, that it was too much and too overwhelming for them, but they were not comfortable saying that. I think that it was just too overwhelming, and they didn't want to acknowledge that, and therefore, I guess [they] were hoping for us to give them some clarity that never happened. But they never really asked for that or really talked about the vision very much. I mean, we talked about it, Irvin talked about it, but I think one of the things that really disappointed me is I didn't see a lot of conversation and discussion from them about the vision in general, of what it was about or what the role was. [They] very focused on specifics: 'How do we deal with this, group?' or 'We've got this technical problem.' It was very concrete stuff rather than more abstract stuff.		
	Once things loosened up a little bit, and you released the grip on the work plans, and brought Irvin back in, and shifted the role that he was performing, what happened from there?	▪ I think what we tried to do was look at what was going right and what was happening, because there was a lot of good stuff going on, and really tried to build on that, rather than trying to have this sort of tension and push-pull. We really tried to look at how we could help build on the things that were going right in the organization and at the site level. ▪ I think that just by having somebody at the site, there was a lot more		

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Immediate Objectives cont'd.		**Cont'd.** interest in technology and much more strategic thinking about technology at the organizational level. I thought that the network of NETworkers in the ICQ sessions, and the fact that the NETworkers bonded and helped each other was really good. I thought that the public access, the fact that at each site, while it was only planned for Self Help, that at all of the sites, a public access component evolved. I thought that was really neat, and felt that that really needed to be supported. I would have liked to have seen more strategic thinking about what happens in the process of public access. I thought that a lot of the training techniques and features that Jill built into the training center really worked well, and that it really worked well as a resource for the groups in the building. I was really pleased with that. And the fact that Down East, where they were at the start of the NETworker project, and where they are now in terms of technology, I think they would have been up the curve, but I don't think they would have been anywhere near where they are now. So the fact that they began to see the importance of the technology as part of their internal strategizing, I thought was really strong. And Rick's work with the small businesses I thought was a really a good model.		
	How do you think the NETworkers saw themselves when they arrived in their organizations? What would you say that they would have described their position, their subject position within the organization?	• For Calvin and Jennifer, it was add-on responsibilities for ongoing responsibilities they already have; we've just got to fold this in, this technology thing, to what we're		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** already doing. And they're pretty comfortable with their community outreach skills and had a good sense of their own community and how they need to approach it, and I thought that they felt pretty strong in those terms. Calvin had some good, basic technical acumen. The application of the technology was a little bit new for them, and I think that took some turns that they were not aware of. • Caroline [started out with] information brokering, but it's kinda hard for me to [know] beyond that. They made it clear that they wanted a full month or six weeks with her to get oriented to Down East before she did anything else. They really wanted to ensure that she was brought in to the Down East culture and understood their goals. So I think that Down East set it up so that she would very much be brought in to their goals initially. ▪ Jill came in at such a late point in the process, that a direction had really been established by Sarah at that point. The center [had] basically been set up, they had sent outreach letters to all the nonprofits in the community. So she came in to a process that really had been started, and I think she was gonna pick that up and follow it through. ▪ Rick, I think, was totally lost! Just lost and it really took a while for him to... He was obviously, really		

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** comfortable with the technology, and so he was really excited about the opportunity to do the kind of technology stuff that he felt comfortable with and knew, and also to work with businesses. He started in small business, so...		
	How do you think the NETworkers, when they first came on board, defined their role in the project?	▪ I don't think they knew. I think they were really confused, and they didn't seem real familiar...We've talked to them about reading the proposal, and reading the goals, and stuff, but I didn't get a lot of sense that they'd actually done that or had integrated that, in a way. They were in a, 'What is it that we should be doing?' kind of mode, wanting to be told what to do, rather than feeling that their role was to take the initiative. ▪ We tried to kind of make up for things in the training sessions, because we would say, 'Go back and read this, and go back and read that,' but I don't think people had time to do that. I think they were just overwhelmed; the only time they really got that message was in training sessions. ▪ They were responding to the most immediate demands on them, which were from the local hosts. What we kept hearing is, 'Once we get this project done, then we can begin to focus on our work plan.' But then there would be something else would come up. So, yeah, I think they didn't have a clear vision, and I think that		

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Immediate Objectives cont'd.	Cont'd. *Do you think that the NETworker's understandings of their roles changed over time?*	Cont'd. was a major, a major issue. With the exception, maybe, of Mary. I think Mary came in a very proactive way, and had she been able to be left alone to do that, would have done more outreach within the community. • I think certainly in DEPC, there was always a tension, particularly when Mary came in and wanted to do things. Mary had integrated that vision fairly quickly, and really wanted to do the outreach and wanted to work more with the community. [She] probably went as far as she could [or] was allowed to. I understand that there's been some tension there. We've been really pleased with Mary, and probably Barbara's been less pleased with Mary, because I think Mary has really got it. Maybe more than any of the NETworkers, in some way. • I certainly think in BMW there was a real evolution. This isn't about the assessments. I think it was, initially, we'd do the assessments, we'd do the plans, and it was step-by-step. The larger issues were grasped over time. I think Rick came in with almost zero exposure to nonprofits, and there was certainly more awareness over time about that constituency, that I think was something that was not his original idea. He was thinking it was going to be almost all small businesses and so we pushed a lot. Jill, [it's] hard to know. I think Jill		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Cont'd. *What about the difficulty of this project essentially creating a position that doesn't have a definition or a specific history within a community?*	Cont'd. had a lot of personal problems throughout the whole process, which really got in the way of her focusing on the project. I think she's capable of doing that, and she's really sharp, but I think that because of a lot of stuff that was going on in her own life, and then later on, what was going on around Self-Help, I think that really got in the way. ▪ It's a whole new role. The fact that there are a whole series of new technology community roles – there's no sense, there's no field, there's no history, there's no training, there's no certification, there's no curriculum. It's very hard for folks to operate in a context other than they're, in general, the technology person. Just like I have been stopped in the halls here with people asking me to fix their printers because I do technology. And it's particularly hard in terms of technology because people at the community level don't translate very well and don't know what that means. So the community doesn't have a context in which to view them [the NETworkers]. [The NETworkers] don't have a context in which to view themselves, [and] their host organization is pulling in one way or the other. I think it's enormously difficult for them. ▪ I was probably the one who was pushing and challenging most, and that made it difficult for them. I think		

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Immediate Objectives cont'd.		**Cont'd.** it could have been done better, but they needed to have somebody as the pusher and challenger. It might have been helpful if Irvin, in his role [as trainer], could have done more field visits with them at an earlier stage. He did do that, and it was really helpful, but if he had done it at an earlier stage, I think it would have been helpful. But I don't apologize for challenging and asking questions, because that's what I would [do]. Almost every quarter, I would call them up and say, 'Okay, fill in the blanks, does this make sense,' and ask them to think through things, and suggest things. Unfortunately I think they thought of it less as, 'Here's a resource,' and more in being judged and graded, and that was unfortunate. But because there was such fear around it, and they were so stretched, they probably didn't have the time and energy to respond to it. And because I wasn't their direct supervisor, it was more of a burden than maybe a help. But I don't know how else to [do it]. • There were so many pressures and demands on them, it was really hard for them. Also, it takes a very, very special personality. Janet and I have talked: if you could take the strength of all the NETworkers, we had an incredibly dynamite NETworker, because we had all the skills represented there among the four, or		

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		Cont'd. five, or six [laughs]. Yeah, among all the NETworkers, we had really great skills. Everybody was very strong in at least one or two areas, but I don't know whether that's a possible role [or] if it's realistic to try to replicate. It's really more [of] a strategic planning, entrepreneurial piece that we kind of took for granted but really needed to be almost the key skill. But we were paying too little to get somebody of that caliber, I think.		
Immediate Objectives cont'd.	*What do you see as having been the set of things that the NETworker needed to do?*	▪ I think that it was really hard to find NETworkers who embodied all of the different skills that were part of that. I think it's very, very hard. ▪ We talked about the technology skills, the people skills, the understanding of community and community organization. Those two – particularly the technology and the community organization skills -- are so divergent that it's difficult to find them in one person. Good communication and training skills, and information brokering skills. ▪ Well, I think there are four or five different skills. I think there's community organization skills, there's technical skills, there's training and communications skills, and there's information brokering skills. And so it's really hard to find somebody that has both the people skills, the technical skills and the ability to have some real vision. And I think that's		I think I'd made some assumptions about the fact that of course everybody was gonna kind of have this kind of vision, and that was gonna ultimately drive it, and they would be able to work on these parallel paths – on the one hand, doing the day-to-day stuff that came up and fulfilling the work plan; on the other hand, being able to maintain this larger vision. I think it's really, really hard to do.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Cont'd.	Cont'd. rarer. They were trying to figure out what they were supposed to do a lot of the time, and trying to juggle in between what they thought NC-Exchange wanted and what the host organization wanted, and wanting to do a good job, and really wanting to deliver. It was hard for them, in that situation, to step back and get a larger vision, and maybe even impossible for them to do that, very well impossible! I think to come in to something, first of all, something new, and to try to scout out, realizing that they [the NETworkers], in some ways, had two different masters that they had to satisfy, that a lot of time and energy had to go into sort of juggling back and forth. There were almost two different messages, so it made it hard for them to kind of integrate that into one all-encompassing vision. • I think when we've got a job with lots of different responsibilities it's really hard to step back and say, 'What is the larger piece that this is all about?' • I think we tried to [help them develop vision] at training sessions to get them reconnected and reoriented to what this is all about. Particularly in the early stages it was clear that they were looking at the assessments sort of cookie-cutter stuff, and 'we've gotta plough through it.' And so, really talking about the fact that this was about making a difference in		

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Immediate Objectives cont'd.	Cont'd. *You're saying when they went back to their organizations, they had less focus on the vision?*	Cont'd. communities, about addressing the gaps, iniquities, encouraging them to think creatively and think innovatively and think strategically. I spent a lot of time with Irvin [training consultant] encouraging him in his contacts with them, to talk about that. And then in individual contacts, trying to step back and ask them to connect it to things that were really going on in their community and think more strategically. You know, you see lights go on in the eyes. ▪ Basically, they're responding to calls and people who come in. They were responding to day-to-day demands. But also, in some cases they really were engaged in helping develop their organizational vision. And I make a distinction – originally I thought one of the key issues is the distinction between organizational vision and the community vision. I had anticipated that they would be really engaged in the larger community vision. I think many of them were involved in the vision for the organization. In terms of community networking, the initial model was the access model. And that was very much the focus initially, and then people added public access sites to that. Over the last few years, I think there's been a tremendous evolution in community networking, and I think the focus is growing closer to the kind of strategic applications. But in lots of different locales, around		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**Cont'd.** *We were talking about the difference in the NETworker project visions - kind of your vision, the organizational vision, and the community vision - and you were saying that it might have helped for them to have more of the community vision. Do you know what you were thinking in that...?* *Can you think of any procedures or designs that might have helped unify those visions more than they ended up being?*	**Cont'd.** government or human services, there hasn't been a lot of cross-sector integration. ▪ I think the idea was, 'Does this make a difference in our community?' And I think the way it got framed, at the site, was, 'What is it that is going to make a difference for our org., for the host org.?' In some ways, it was really exciting that the host orgs. began to see so many applications for the NETworker. Certainly Rocky Mount came up with an ongoing list of new ideas and activities for the NETworker. But the original vision was, 'What kind of difference does this make broadly, in the community?' It's just a much bigger leap and a lot more effort to take on. Originally, when we did our training, we'd said, ten to twenty percent, max, of the time would be devoted to the host orgs., and I think it turned out, in many cases, to be more than that. ▪ I think part of the problem was that these were retrofitted. I mean that this was a project that, when we designed it, we weren't looking at groups where there was a natural collaboration, who were involved, engaged in a community strategy. We understood that. I think using it to enhance ongoing strategies rather than trying to recreate a strategy whole, at the community level, would have made a lot more sense. I think it was, in retrospect, unrealistic to expect		

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Immediate Objectives cont'd.	Cont'd. *So that if you're talking about having a community-wide impact, unless you're dealing with an organization like BMW CDC, that is de facto a community-based organization, a community-wide organization, then it's going to be difficult to create that whole cloth in the span of this kind of project?* *Do you think it would have helped to have them be employees of NC-Exchange?*	Cont'd. that this one person in this community, by themselves, was going to create this entire vision for the community and bring the whole community around. And I think we underestimated the kind of the institutional issues and some of the turf issues that were clearly part of it. So I think, going more with the flow and building on what was already there, and building on existing initiatives, would have made more sense than trying to create a whole new initiative. I think so. And I think the reality is that any individual within a community has to work from some base. We were thinking of them as neutral; that they were just based at this org., but that their constituency would be the whole community. That clearly wasn't realistic. • I think it would have helped, and I think it would have been quite different. On the other hand, it was harder to sell the host orgs. in coming up and supporting fifty percent of a person's salary when they didn't have control, and they had to provide their overhead. When you're based in an organization, whether or not you're actually part of that organization – that and who pays your paycheck – is another major issue. So yeah, we were in somewhat of a difficult situation, I felt, because we had ultimate accountability for the project, but we		

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Immediate Objectives cont'd.	**Cont'd.** *What would control have done differently for you?*	**Cont'd.** didn't have direct control over administration, and we didn't give them their paychecks. ▪ I think we could have set the agenda, we could have been more involved in the hiring. We had to delegate some of those responsibilities.		
	I think I would have wanted to just sit down with each site and really help them come up with resources that they needed at this point, to do local problem-solving and that kind of thing. More helping them think strategically at the local level. And I haven't been able to do as much of that as I would have liked, although I've done some. We did it with BMW in the last few months and did it to some extent with Greensboro. [This includes] ensuring that they've done the outreach within the community, particularly to local support organizations; that they've really tried to find all the resources that were there, so that, during the transition, we'd try to develop a better platform for that community to continue.	In almost every case, I think that at least the commitment and the interest in having some continuation and follow on, in some form, to this project has been embraced by each of the communities and the sites – in very different ways, obviously – in each one.		
	I think you need to work with groups along a continuum and obviously you respond to the groups that are in a state of readiness. But because this particular project required real outreach to groups, particularly low-income residents, I think that you probably need to do more awareness-building to get people at that stage of readiness where they could begin to use the site. Obviously you can't push and drag folks in that aren't ready, but you need to know it takes a long time to build a platform of folks who are ready to come on board. And the need to	▪ It may be that what did happen was really instructive because those groups that were at a stage of readiness, there were things that just clicked, and they moved very quickly, and that was really neat. ▪ I think [there were successes with] SeniorNet, and the Resource Center, and the work with the Duke Management. [Also], Rocky Mount, the internal organization and their larger community, I think were at a		

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Immediate Objectives cont'd.	**Cont'd.** identify target groups at an early stage made that somewhat more difficult.	**Cont'd.** great state of readiness, and that worked well. BMW, as an organization, was probably ahead of the curve [with] the DEaPC group. I think with grassroots organizations, it just takes a lot longer to get that broad-based collaboration. And there were a couple of disappointments I had with BMW. One's with the libraries; I don't think the libraries were well-positioned to work with them. They did some outreach; I don't know whether, if one library wasn't working out, that they might have been able to address some other libraries within their area. And I think there would could have been some really neat opportunities with the schools. But they deemed that they were not... And the Chamber of Commerce, those three areas. But I don't know if they could have pushed harder or whatever.		
	Actually going out into the community, sort of setting up demonstrations within the community – I don't know that much of that was done, outside [of] Greensboro. I had thought there would be more, broader demonstrations out in the community, letting people know all about the resources available and getting people and organizations interested, first. And then, stronger work through the advisory committees, and third, more work with local support organizations. I think those were three elements.	▪ Some of that was done, but it might have been possible to do more. ▪ I just think that people's time, and [the fact] that there were so many different functions that the NETworker was expected to fulfill. We underestimated the demands that would be made on them by the host organizations. In particular in Rocky Mount, I think that was a major, major piece. And in Greensboro the center just really sucked up a lot of desk time, in terms of the need to		

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Immediate Objectives cont'd.		**Cont'd.** respond to individuals or orgs. that would call but maybe weren't necessarily the most strategic groups to work with, but were the ones who may have responded, or wanted help, whether or not it was the most strategic for the site.		
Outputs				
Activities	• I've been very involved in the budgetary issues! That's really taken a lot of time; this budget has been such a bear that I've spent a lot of time trying to work that out. • There are so many components to the budget, and each one has evolved. It's been two and a half years since we developed this proposal, so there are a lot of changes in that period of time. It's taken a tremendous amount of time in terms of working that out, particularly with the sites, because each one has their own accounting system. A very big mistake we made is that we didn't take the time in the beginning to establish budget administrative forms so that basically they reported to us in their format and then we had to spend a lot of time translating and ensuring its compatibility with the budget. So it was a back and forth and back and forth process, which just took a lot of time.	**Inputs and Indicators**		

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Wider Objectives	*Did you think the sites would be very different or that they would follow the model?*	Knew they would be different, but thought it would be closer to the model. The variances seemed more dependant on personalities involved than the type of host institution.		
	Greensboro	▪ Wanted the computer center but weren't sure what to do with it. Goals were never really thought through, nor were guidelines established. ▪ Never able to meet with local director Sarah and central office director Miller to sort out a direction for project. Had to go through Sarah and couldn't meet with Miller, even though he still influenced the project. ▪ The computer center for nonprofit orgs. is a unique national model. ▪ Could've had more community outreach and contact with small bus.		
	Rocky Mount	▪ There was pretty consistently an ingrained struggle between what the concept of the project was and what they wanted to do with it. It never was able to move beyond the umbrella of the org. into the larger community. ▪ There was some agreement about work plans, but overall, this site was difficult. ▪ Although there was a local supervisor [Pat] for the NETworker, Exec. dir. Barbara controlled the project. Pat was caught in the middle and mainly implemented Barbara's vision. ▪ Pat never returned phone calls.		

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Wider Objectives	**BMW**	• BMW made the largest 'conceptual leap' or perceptual change about the role of technology. They've moved from finding out what's on the web to issues of public access and collaboration. They also have a new telecom initiative evolving out of the NETworker project. • At BMW the whole Robinson family participates in most org. activities and decision-making.		• Originally concerned with resources they had to make the project work but never questioned them as a choice. • It's tough for a grassroots organization that's really pressed in terms of resources and have so many responsibilities, to actually take on and integrate new functions.
	Swain County	The person at the statewide level, who was interested in the broader implications of this, left in between the time [we submitted the proposal and] this project got funded. I think the new person just said, 'Okay, we'll run this project, and here's some extra money,' and never was really engaged in it.		
	What best expresses your expectations of what you thought would have happened [in the project]?	• I had anticipated more of an information brokering function -- that they would see a need in the community, run to the Net to find resources, and deliver those resources. I don't think any of the sites have done that to the extent I originally expected. A big reason for that is the fact that the project evolved from the planning project, where that was the focus, to a broader focus with lots of other activities. There were just too many for them to incorporate. • I've been with this concept, I actually started in 1993. It's been five years, and so I've got very invested in a particular vision. And then what		

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Wider Objectives		**Cont'd.** happened, people sort of expressed that vision in their own way, and so I still had some expectations, and I think I've had to learn to sort of step back and appreciate where people have taken it. So that's been not as easy... I think I've let go, you know, had to let go of some of the original vision, for my own original vision, after the first year or so.		
	Can the NETworker model succeed in its original goals if the host orgs. aren't integrated into the community?	It would need to be restructured. Having an artificial overlay of a community-wide [organization] is not realistic. Either you work within local, current organizations, support them and maybe nudge them a little bit more into community work – or you work for NC-Exchange directly.		
	Did the role of the NETworker change over the course of the project?	▪ Turnover was a significant problem. It took 18 months to have all four NETworkers and the project coordinator in place. ▪ NETworkers couldn't focus and move the project. They had internal issues and activities to deal with and people weren't comfortable answering to two masters [NCx and the host orgs.]. ▪ The second project coordinator [Janet] did well building positive relationships with the NETworkers.	Monthly reports seemed to be a real burden for the NETworkers. When Janet came in that was changed. NCx paid for the change administratively. It lessened the sense of responsibility to NC-Exchange and it also meant we had to do a lot more work to follow up with them, about what was really going on there, because it's always hard to document what was actually happening.	
	Did you expect the host orgs. and the advisory committees to help the NETworkers define their roles in the community?	Thought the host org. would be an entree to the community, rather than almost a closed system. For the most part, it was more of a tension rather than a springboard.		

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Immediate Objectives	*What was the process like in putting together the application for the project and recruiting the sites that participated?*	It was very rushed. Had done an application in 1995, that had not been successful, so we went back to that. Self-Help and BMW were a part of it. We were looking for groups that had an interest and wanted to do it, but also that assured that we could get match up front. The need to go with orgs. that had matched meant we had to make choices sooner than probably was beneficial. It would have been better if we'd done a request for proposals (RFP) to see what the interest was and what the vision was. Because of the way the TIIAP program was structured, we weren't able to do that because we needed to have the money commitments up front.		
	When you were developing that proposal, each of those sites wrote up a work plan for what they were going to do?	▪ Talked with each host org and developed individualized work plans and goals. Realized each site would have a different approach, but thought community outreach would be common to all sites; there wasn't as much follow through with that goal. ▪ Wanted the groups to have an agenda, but didn't want it to be all-consuming. This was ok at BMW where the basic mission was consistent with the project's 'empowerment' approach, but not at the other sites.		We underestimated the demands that would be made on them by the host organizations. In particular in Rocky Mount, I think that was a major, major piece. And in Greensboro the center just really sucked up a lot of desk time.
	The project was originally negotiated with state level people [except in BMW]. Once it was funded, supervision was passed to local sites. Did this cause a problem?	▪ It was a problem in Greensboro and Swain County, where there was a change in personnel at the state level that hurt the project. ▪ A greater problem was that during early negotiations it was hard for		

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Immediate Objectives		the model. It was a Rorschach phenomenon: they just thought of it as a 'technology project' rather than perceiving what it was really about – although we tried to tell them.		
	When you had those original conversations after the grant was made, what were they like? Were you introducing the project, and moving straight into setting work plans?	▪ We wanted to meet, to understand their interest and make sure that they understood the project and their re-sponsibilities. We worked on budgets. It was a very, very rushed time. ▪ It took Project coordinator #1 Glenda a while to feel confident enough to go out and handle the project on her own because it was so new. When she did, it worked out great. Coordinator #2 Janet came in and kind of took charge much more quickly. ▪ At the outset, we wanted to wait three months to really get the systems and the administration in place. One host org. director pushed really, really hard to get it started a lot earlier.		
	How did you attempt to develop a shared understanding of the goals of the project?	▪ Used guidelines and basic principles from the proposal. Expected groups to make additions but keep core work from proposal intact. There were face-to-face meetings where possible. Spent a lot of time trying to get clarity and buy-in, and make sure that people understood what the goals were, and that they were consistent. ▪ I think that they talked one way, and then when it came down to it, they either knew all along what they		Assumed the sites – esp. BMW and Greensboro – understood the vision because of they had been involved in the planning process, dating back to 1994. I assumed they understood; we all seemed to be on the same bandwidth . And then either they didn't understand, or there was already an agenda there, and I don't know which.

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		wanted from it, and then really		
Immediate Objectives		**Cont'd.** pushed that, or else they weren't really clear.		
	When they began to implement, it ended up being different than what you thought the original agreement would be?	▪ It's a difference in nuance and degree. All the sites really made very slow progress on the work plan because other things were going on. Problems with the work plan was the thing that was frustrating us. ▪ A lot of time and energy was spent with other things that weren't directly related to the demonstration.		It was hard to know how much to push the sites to stay on course with the work plans. Two of the sites were people on our board, of the Justice Center. So then you're at a point where you're really pushing your own board members. And that was not a really healthy situation, I don't think.
	One of the first examples of the difficulty in the work plan came up around the assessment process, is that true?			Yes. We assumed it would be a guideline, but the NETworkers tried to follow it step by step.
	The NETworkers had detailed work plans, but they talk about not having enough guidance from NC-Exchange in order to do their jobs. How do you make sense of that?	▪ We were in constant contact with them and told them to ask us if they had questions. Maybe they were never clear about the concept itself or were too overwhelmed and weren't comfortable saying that. I think it was just too overwhelming, they didn't want to acknowledge that, and therefore, [they] were hoping for us to give them some clarity. But they never really asked for that or really talked about the vision very much. One of the things that really disappointed me is I didn't see a lot of conversation and discussion from them about the vision in general, of what it was about or what the role was. [They] very focused on		I was concerned we were giving them too much guidance.

| | specifics: 'How do we deal with this, group?' or 'We've got this technical |

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Immediate Objectives		problem.' It was very concrete stuff rather than more abstract stuff. ▪ They were responding to the most immediate demands on them, which were from the local hosts. What we kept hearing is, 'Once we get this project done, then we can begin to focus on our work plan.' But then there would be something else would come up. So, yeah, I think they didn't have a clear vision, and I think that was a major, a major issue.		
	Eventually, you shifted the focus away from the work plans.	We tried to focus on what was going right instead of having tension and push-pull.		
	How did the NETworkers see their position within their orgs. At the beginning of the project?	▪ For Calvin and Jennifer, it was folding in a new technology component into their existing responsibilities. ▪ DEPC wanted the NW to learn the host org. and its goals and then do info. brokering. ▪ Jill came in late and took up the direction established by host. org. director Sarah. ▪ Rick was totally lost, although he was comfortable with the tech. He focused on small business, which is what he already knew.		
	How do you think the NETworkers, when they first came on board, defined their role in the project?	▪ I don't think they knew. I think they were really confused. We talked to them about reading the proposal, and		

		reading the goals, but I didn't get a sense that they'd actually done that or		

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Immediate Objectives		**Cont'd.** had integrated that. They wanted to be told what to do, rather than taking the initiative. ■ Rocky Mount NW Mary understood the project best but was restricted by her director.		
	Do you think that the NETworker's understandings of their roles changed over time?	In BMW there was a real evolution over time. Swain Co. NW Rick learned to focus more on nonprofits. Rocky Mount NW Mary thought she would do more community outreach but was stopped. Greensboro NW Jill was distracted by a lot of personal and organizational problems.		
	What about the difficulty of this project essentially creating a position that doesn't have a definition or a specific history within a community?	It's a whole new role. There's no field, there's no history, there's no training, there's no certification, there's no curriculum. It's very hard for folks to operate in a context other than they're, in general, the technology person. So the community doesn't have a context in which to view them [the NETworkers]. They don't have a context in which to view themselves, [and] their host organization is pulling in one way or the other. I think it's enormously difficult for them.	Quarterly, I'd call them and say, 'Okay, fill in the blanks, does this make sense,' and ask them to think through things. Unfortunately they thought of it less as, 'Here's a resource,' and more in being judged and graded, which was unfortunate. But because there was such fear around it, and they were so stretched, they didn't have the time and energy to respond to it. And because I wasn't their direct supervisor, it was more of a burden than maybe a help. But I don't know how else to [do it], and I don't apologize for challenging and asking questions.	
	What do you see as having been the set of things that the NETworker needed to do?	■ Among all the NETworkers, we had really great skills. Everybody was very strong in at least one or two areas, but nobody had everything we needed. I don't know whether the		NETworkers needed community organization skills, technical skills, training and communications skills, and info. brokering skills. It's really hard to find somebody that has the people skills, the

	NETworker's role is possible [or] if it's realistic to try to replicate.		technical skills and the ability to have some real vision.

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Immediate Objectives	**Cont'd.**	**Cont'd.** • NETworkers juggled what they thought NC-Exchange wanted and what the host org. wanted. They wanted to do a good job, and really deliver. There were two different messages, so it made it hard for them to integrate that into one all-encompassing vision. • I had anticipated that they would be really engaged in the larger community vision. I think many of them were involved in the vision for the host organization.		
	What do you mean by a larger community vision?	The idea was, 'Does this make a difference in our community?' The way it got framed at the host site, was, 'What difference is this going to make for our org.?' Although, it was really exciting that the host orgs began to see so many applications for the NETworker, it wasn't the same as the original vision.		
	Can you think of any procedures or designs that might have helped unify those visions more than they ended up being?	The original design didn't look for groups where there was a natural collaboration or engagement in a community strategy. Found it would have made more sense to enhance ongoing strategies rather than trying to recreate a strategy whole, at the community level. Building on existing initiatives, would have made more sense than trying to create a whole new initiative.		• It was unrealistic to expect that this one person in this community, by themselves, was going to create this entire vision for the community and bring the whole community around. Also underestimated the institutional and turf issues that were clearly part of it. • The reality is that any individual within a community has to work from some base. We were thinking of them as neutral, that they were just based at this org., but that their constituency

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				would be the whole community. That clearly wasn't realistic.

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Immediate Objectives	*Do you think it would have helped to have them be employees of NC-Exchange?*	Would have helped, but would've made project different. Could've set the agenda and been more involved in hiring, but we had to delegate. Would have been harder to get partner orgs. to provide match money.		We were in a difficult situation because we had ultimate accountability for the project, but we didn't have direct control over administration, or give them their paychecks.
	We want to ensure that they've done outreach within the community, particularly to local support organizations; that they've really tried to find all the resources that were there, so that, during the transition, we'd try to develop a better platform for that community to continue.	In almost every case, I think that at least the commitment and the interest in having some continuation and follow on, in some form, to this project has been embraced by each of the communities and the sites – in very different ways, obviously – in each one.		I thought there would be more demos out in the community, letting people know about the resources available and getting people and orgs interested. Also, stronger work through the advisory committees, and third, more work with local support organizations.
	You need to work with groups along a continuum and respond to those that are in a state of readiness. Because this particular project required real outreach to groups, particularly low-income residents, I think that you probably need to do more awareness-building to get people at that stage of readiness where they could begin to use the NETworker.	With those groups that were at a stage of readiness, there were things that just clicked, and they moved very quickly, and that was really neat.		Because of timing issues, we had to choose target groups early in the project.
Outputs		- By having a NETworker at the sites, there was a greater interest in, and much more strategic thinking about, technology at the organizational level. - A supportive network of NETworkers - At all of the sites, a public access component evolved. That was good, but I would have liked to have seen more strategic thinking about what happens in the process of public access. - A lot of the training techniques and		

			features that Jill built into the training center really worked well.		

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Outputs		• (DEPC) Rocky Mount has begun to see the importance of the technology as part of their internal strategizing. • Swain Co. NW Rick's work with small businesses was a really good model.		
Activities	Spent a lot of time revising budgets.	**Inputs and Indicators** A very big mistake we made is that we didn't take the time in the beginning to establish budget administrative forms so that basically they reported to us in their format and then we had to spend a lot of time translating and ensuring its compatibility with the budget.		

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Wider Objectives	*A lot of the early problems with the project that continued for twelve months or so, people thought they were implementing different things.*	I would agree with that. A lot of that plays back into the fact that they are kind of isolated; their role was isolated in their individual host organizations. They only came together in person once every two, three months. We did a lot of site visits and they would come out of those meetings and things would be a little more focused, clearer on what they were either gonna do implementation-wise. And then, after those meetings took place, they got back into the culture of their host organization and things would get muddled again. And some of the strategies that we would talk about for implementation, or some of the things that we would talk about doing guidance-wise, would never be done. That's been kind of a constant struggle, to go forward and try to keep up. But as they get bogged down and either the responsibilities of their organization not having enough staff, of having to do other jobs, or having to help people in the office, or having to do certain responsibilities with some of their target groups that were different than the implementation issues, everything else got pushed by the wayside and they would do their day-to-day jobs fighting fires and what needed to be done, and then not go back to some of the guidance areas that may have helped them go forward on work with the target groups.		
	You mentioned that not very much had seemed to have happened, the project had been running for	▪ Yeah, that's fair assessment. ▪ Debby was kind of burned out with the		

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Wider Objectives cont'd.	**Cont'd.** *a year. Is that fair? What did you feel like you were confronted with? What were you told were your responsibilities?*	**Cont'd.** project, I think, when I came on. She was very negative, especially about certain sites, Rocky Mount being the most, and some towards Swain. The ironic thing was is that everything, all of the problems and issues that she had with each of the sites, if you'd done your homework into the organizations before you picked these as your partners, you would have come up with that this was gonna be a problem to begin with ! ■ Even from coming into it at the beginning, I think it's been a different understanding that she had of these organizations. She kept fussing that with the Swain site there wasn't the community level involvement, they weren't involved with local community groups, and that they weren't involved with minorities, that there were virtually no African Americans involved in the project, and that there weren't any Native Americans involved with the project. First of all, if you look at the demographics of the county that you have chosen to be the host site for your project, I think, according to Rick, there are like 35 African Americans in Swain county, period. It's like 0.3% of the population. And you can't manufacture... You know, even if you were to go out and call each of those 35 people, figure out who they are, pick them out of the phone book, chances are of whatever		

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Wider Objectives cont'd.		**Cont'd.** • organizations they're in, that that's just not going to be a fit with what the project does. So, if you don't do your homework on the area that you're dealing with.... Second of all, she [Debby] was very amazed to find out that the Cherokees were very heavily Republican, and were not necessarily [laughs], that this is not their type of project, this is not the type of organization that they deal with, and it's not the culture. She used a lot of presuppositions, especially from some of her dealings in the western part of the state and never... [realized] that they're a very different culture and that there's a lot of mistrust, and distrust. [She] also didn't realize that the Cherokee [Reservation] has its own Cooperative Extension office, that they have some turf issues in dealing with other organizations, and that if you want to specifically work with the Cherokee population, then you need to have your person <u>in</u> the Cherokee office of Cooperative Extension and not Swain County. She didn't even realize until later that there were these two different offices, and then it's like, 'Well, why don't they communicate?' It's like, 'Well, they don't.' If you're gonna do a two-year project, with this kind of funding, you do your research on who you're dealing with, and that was never done. And I think that some of the host organizations came into this		

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Wider Objectives cont'd.		**Cont'd.** with some of their own presuppositions. [DEPC Executive Director] Barbara wanted tax support, and wanted the support for her organization, and I think Self Help wanted this kind of computer center. And those ideals conflicted with what Debby's vision for the project was, but because of the way the grants were rushed, she didn't do a lot of the research. ■ BMW was, in a way it was different. Oddly enough, they were the one site that she thought was really a bad fit at the very beginning of the project. Because of the way it was structured, she felt like that they were too rural, and that they didn't get this whole idea of technology. The other bad problem that has inherently come up: you don't pick organizations like board member's organizations: Barbara's on the Justice Center board of directors, Calvin's parents are on the Justice Center's board of directors, Vernessa Taylor, the new NETworker [in BMW], is on our board of directors. Barbara wanted Debby fired for a while, before I came on, during some of the problems that they were having with Rocky Mount! It's just a conflict of interest: if you're trying to have a reporting relationship where your organization has any type of authority over what's going on at that site, and have any leverage, you don't pick sites where the executive		

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Wider Objectives cont'd.		**Cont'd.** director has a closer, or a different kind of relationship with your boss than you do. That's always been interesting that the executive directors of those organizations have a direct ear to the Justice Center's [NC-Exchange' parent org.] executive director, and so if there are any problems... Because they're board members, it's a different relationship than it is with someone on staff. That was a <u>very</u> poor design in the project, and [I] would not recommend replicating! [laughs] ■ And then there's not really any interest at NC State [parent of Swain Co. Cooperative Extension office] in the project. The contact person that we were assigned there turned out different takes on our meetings with Doctor Watson. Debby viewed a lot of them as being very positive, that he was very interested in the process and was interested in some of the outcomes. The way he responded, and the way I kind of came away from the meetings, [is] that he was interested in making her feel comfortable with the project and his interest, but it was not necessarily his focus of interest. He was just being there, being interested because he needed to. He's very, very personable, he's got a lot of charisma, but this was never a priority, and if you actually try to go back with him or do anything, he didn't know anything about what was going on.		

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Wider Objectives cont'd.		**Cont'd.** [The original person at State], from what I've heard, actually had buy-in in the project, and then he left, and this person came in after things were already set into motion.		
	The biggest tensions, then, while you were there, were what? You've mentioned NETworkers being pulled more into activities that were off the work plan by the host organizations, is that...? *When you say there were misunderstandings, what comes to mind?*	▪ There were relationship problems caused by misunderstandings amongst what was expected of the groups. It turned out that I did a lot of the negotiations, and Debby was on the side, but I was dealing directly with the host and the NETworkers, making sure everybody was pleased with the process. And Debby stepped out of it. ▪ An example I could use was, Debby had very strong convictions about what she expected this project, how the project should happen. I guess because she designed and wrote the grant, of course her feelings were gonna be different than mine, because I'm coming in to implement this process. So if things were not going the way she expected them to go, she was very upset about it. It was a little hard because the host organizations are doing their regular work and this added piece. So I was like this peacemaker type person trying to understand the host's issues, trying to understand Debby's issues, and making sure the job was getting done at the same time. I guess that's the best way to explain it; there were times when it was difficult.		

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Wider Objectives cont'd.		**Cont'd.** I [also] think she had one vision of how things were supposed to be, but rationally she knew that each of the individual sites needed to have the freedom to do what they wanted to. But she would kind of have an internal crisis every time she realized that what was happening at those sites wasn't what she had kind of foreseen in her overall vision of what was gonna happen. I don't think that, sometimes, that was dealt with in the best way. So then you would [be] going back and forth saying , 'No, it's really okay, calm down, it's not a big deal. It's okay, we'll figure it out,' and, 'What do you think you need to do?' There was a lot of hand holding that had to be done, and it made things very interesting at some points [laughs].		
	What was the situation like when you came in and took the job here? What are your recollections of where the project is, what issues you were confronted with?	▪ Most people didn't know what they were doing, to be honest. I came on in December of 1997 and there was a lot of confusion. Basically, they were going about doing their everyday jobs, helping their individual groups, making contacts as they needed to, helping inside the office, yet they knew that there was this whole kind of assessment process for each of the target groups, that was looming over them, and they couldn't integrate that into what they were doing every day. So there was a lot of confusion about that, especially some of the staff that	The pressure came in spurts. Around quarterly report time. She [Debby] would be completely disconnected from the project for a month or two, up to three months, doing other things. [She] would keep check, but not focus on it. And then all of a sudden she would decide that something was an emergency issue, and she would start on the quarterly [report and feel] that this wasn't going right and would become so overly emotional about it that she would call and discuss how things were going with the NETworkers, or put a lot of pressure on them, and take things out of context, and blow things out of proportion. So you would	

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Wider Objectives cont'd.		**Cont'd.** had just come on. ■ [Rocky Mount NETworker #2] Mary came on in January of 1998, and [Swain Co. NETworker #2] Rick had just come on in September 1997. [Swain Co. NETworker #1] Laurie's focus had been so focused on small businesses and tourism. There was a lot of pressure on them coming from Debby to involve more grassroots orgs. Since he [Rick] came from Kingston, it was very hard for someone who doesn't know the community to be expected to build all these grassroots ties within an organization, when that's not his focus, that's not what Extension hired him for, and that's not what, necessarily, he was doing! But there's all this pressure coming from her [Debby], and she's calling and fussing at him on the phone, trying to move it in this direction, so that was interesting. We had to reconcile that. ■ Jill was basically caught between the whole paradox of working with the [computer training] center, and being there as tech support and helping people in the center, and yet being pressured by Debby to work with these target groups, and this is what has to come out of it. She always felt very confused, I think, about the pressure from the two different ways, and I don't think she ever reconciled a way to solve it. We sat down and had several meetings on it, and discussed	**Cont'd.** get these weird bits of pressure. I wouldn't say pressure, but just kind of the situation that they would have to deal with. It's usually around quarterlies. After I started, I know his went on, especially when she was having some problems, that it got bad at some points, at some meetings that she would just get really kind of irrational about some of the stuff. But, with quarterlies, Debby would call them [the NETworkers], freak out about certain things, and then the next day, I would start getting the trickle of calls of people calling asking if they really weren't doing their jobs right, if they really, were completely worthless [laughs], and needed to be doing this and didn't know what they were doing, and all this kind of stuff!	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** different models, and different ways of working on it, but she never implemented any of the stuff that would come out of the meetings. Even if you would come back later and say, 'Well, what happened to this,' she never had any of the conversations and it was never really implemented. We didn't have any control, really, to say, 'This is what you're going to do; you need to start doing this,' so it was just... That whole model, of having the conversations and giving the direction, but not necessarily having the ability to back it up, posed some problems. ■ That was a problem with all the sites, a design issue. But it also became a more intense problem depending on the personality of the person, and the personality of the organization, and it was specifically difficult with that.		
	Greensboro	■ Whenever we would talk about the issues with the [computer training] center, [host site director] Sarah would always say on the phone, 'We want [NETworker] Jill to be working with the target groups, that's the first priority. If we need to set definite walk-in hours with the center, and only do classes during those hours, or whatever, then that's what we'll do, but we need to get both the goals of the project done.' But then I don't think that her actions, in dealing		

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Wider Objectives cont'd.		**Cont'd.** with Jill and the center, necessarily reflected the conversations that she would have on the phone with us or in person with us. She would end up either schedule classes, telling groups that they could use the center if she saw them, and not check with Jill to see if they were having open hours. There was a lack of co-ordination there. And I think that lack of co-ordination sent the message to Jill that being at the center is her top priority, and that's what you need to do: be there for walk in hours. So I think she felt torn and kind of played it down the middle. With us she would say that she knew she needed to be working with the target groups, and with Sarah she would be saying 'Yes, I know I need to be here with the center.' I think the conversations were different, and I don't think that that was ever reconciled. • I think if the NETworker position had been just running that center, and they had given her the flexibility and the freedom to run it and to schedule the classes and deal with the tech support issues and not have to go between the technical office in Durham and between Sarah, and had let her actually have some ownership and responsibility for the center, I think she would have been fine. I think she would have recruited target groups differently than the way the project was set out, in that you had to		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** predetermine your target groups and work only with those groups. I think she would have recruited more to come in, like with the Women's Resource Center and with Project Hope, and some of the ones that have come in that she's been working with. I think that she felt animosity towards the way that the technical office in [Self Help central office] Durham treated her, with a lack of respect of having any technical knowledge of what was going on with the computers in the site. They treated her like she had no technical knowledge at all and was just babysitting the center. I don't think Sarah helped by not stepping in and playing a supportive role and saying, 'Yes, she is competent, she was hired for this job,' and making sure that Jill had that kind of respect in the organization. I think because of that, Jill became very alienated and very negative about the organization and about the situation. And I would say, even in starting June, July, before any of the meetings took place, that that attitude started to seep through into what she was doing. So I think that it caused some problems. Plus all the mess, all the personal problems that have been going on with Jill's life, that I think have kind of permeated the situation,. There's been a lot		

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Wider Objectives cont'd.		**Cont'd.** that's gone on. ■ There are lots of issues that are playing into that. It was a bad situation all the way around. And then after Debby and Miller had the big fight, there was no communication between the two of them, and everything that we would hear from Sarah, any time that Debby would bring up meeting with Miller, would be that he's either busy with the Blue Cross, Blue Shield stuff, or then his mother was very ill.... I don't know what kind of control issues there are within Self Help, organizationally, but I think Sarah was trying to fight for control over some of the project and really wanted to be the intermediary between NC-Exchange and Self Help's Durham office. And even from meetings that we had with her, she really made it clear that this was her project, this was her assignment, and that she was going to be <u>our</u> contact with Self Help, other than Jill, and that if we had anything that Miller needed to know about, she would be the one to relay the message, and that he was very pleased with what was going on with the project [laughs], and on and on! And at the end of it, it became very evident that some of the feedback we'd been giving, or getting from them, was <u>not</u> what was reality, and that has been very interesting in		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** going back, hindsight, looking up... ■ *Sarah told me once - I had an hour and a half conversation with Miller back in October, that I know you know about - and we were talking. I mentioned that [conversation] and she said, 'You know, I don't know how' - however many years she's been working with Self Help, she said, 'I've never had an hour and a half long conversation with Miller in all of that period of time.' So I think you're right in pointing to some communication issues, just within that organization, and people operating on maybe different assumptions during the whole thing.*		
	Rocky Mount I mean with Mary, most of her job direction in what the project was supposed to be doing, came from a combination of she and Pat and I sitting down with their work plan that Caroline had, and going over what they needed to be doing with their target groups. And then, at the Rocky Mount Advisory board, is like, 'Wait a minute, we thought we were gonna be working outside of DEPC and in the community.' And that's when we went in and sat down with the Partnership and figured out what they wanted to do. We couldn't have met their needs or done what we needed to do without that.			
	Swain *Rick has expressed not feeling like he has any support from NC State. Not that they dislike what*	■ That's accurate. But also, Rick doesn't have the type of personality that's going to go out and foster		

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Wider Objectives cont'd.	**Cont'd.** *he's doing, but it's just that, in their bureaucracy, there's nowhere he can turn for information and advice. Is that right?* *The original interest that Swain County had in the project was based on a lot of Larry's personal interest in this area, or did...?*	**Cont'd.** these relationships, and say, 'Well I'm going to find a niche for me, and I'm going to build these relationships with these people,' and start that kind of relationship with them. So, I definitely agree with him, and I know that he feels alienated, or isolated, I guess is a better word than alienated, in their bureaucracy. But there's also the personality issue... He's the type of personality that needs the outreach, and needs them to say, 'Well, here are these people that you can contact, and there are these resources for you.' But he doesn't, hasn't brought this up as being a big issue to the people at State. They [also] don't even have an executive director now, and Larry was always out of town between the two counties, so they don't even have necessarily a support structure in their office! [laughs] • I think it was picked in Raleigh. I think Debby and – this is just my assumption – I think Debby and the person that she previously worked with, wanted a rural western state, a rural western county, near the [Cherokee] reservation, and, I think they just picked, and then brought Larry in and worked it out with him. I don't think this was really a burning issue of Larry's. Or if it was, Larry saw it more as the small business and economic development goals and never viewed any of the community issues that I think Debby		

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Wider Objectives cont'd.		**Cont'd.** and Deborah expressed, or Laurie, which was, I think what became an issue there. *I had a conversation with Laurie, about a two hour long conversation, to finally get her perception on the project, and it was very interesting and different from what I had been led to believe all along. I think Debby was the one who gave me very negative feedback about Laurie, and her being very resistant to the project. But Laurie didn't leave because of problems with Debby or problems with the NETworker project. She said that it was the most exciting part of her job, and that it was the one thing about leaving that she regretted, because she thought the NETworker project was great. But she did say that 'I told Debby right up front that I was not going to go out and recruit welfare recipients to try to train them to be small business owners', or 'I was not going to find nonprofits to work with, I was not going to work with these' – I forget what community councils or groups that the Extension service has – 'Because that's not gonna work here, that's just not what I'm gonna do, it's not what I'm interested in, and it's not what our organization is doing.'* • And that became the big issue. And it's the way that that conversation was held ... But Deborah and I had an		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** interesting lunch [laughs] and discussed what all had gone on at the sites. When they talked to Laurie about making sure that community based organizations were involved, and that there was some nonprofit involvement, because it's a federal grant, because of the way it's structured, that... I told her, 'You do the outreach you have to do, you make sure that the component is taken care of, if you find a group like the Jackson County Sustainable Business Group, that ends up fitting both the needs of both of your host org. and NC-Exchange, great. Just make sure that you can finesse it and make it fit. Do what you have to to make the project come out.' And I would say that Laurie had some preconceived notions about low income individuals and about some of the issues of poverty, and was very negative about that. She expressed to you that she basically told them that she wasn't gonna do that. And that was an issue, I think, with some of the overall constraints on the grant, that there needed to be some involvement with some of these groups. So that became a big bone of contention between Debby and the site, and that carried over even when Rick was there. ■ *Well, the way Laurie expressed it to me was. not necessarily bad opinions about low come individuals; it was*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** the ability to make a small business and technology-oriented project work with very low income individuals. And, to be honest, it's a bit of a bitter pill, but I think she's right, in the confines of a two year project, trying to deliver the kinds of results and do the kinds of assessments that Debby is asking them to do. ■ I agree with that, but I think that some of the things that have happened in BMW and some of the things that happened there in Swain County contradict that. If you go into the library in Swain County, those are the only public access sites that I have ever actually seen people, that you can tell, are not of high financial means, sitting there with their four-year-old kid, using computers, and using the educational software that they have, and actually taking the interest to be there and use the equipment. There have always been people on that equipment and also that come in to the Family Resource Center that they have. Even if you're just fostering a relationship with the library, or with some of the organizations - the Senior Citizen's group that they have, whatever - to make sure that they know that these resources are available. Not necessarily that she had to go out and train these people or work with grassroots individuals, but in working with some of the organizations that	.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** are there, I think there could have been some positive benefits that weren't really realized. ■ *It's another one of the issues, though, a bit like what Self-Help has said, and what Miller has said. Larry's impression of this was that Swain County was not picked, that they had to compete against other sites, that they submit a proposal. That was the way it was pitched to them, and they had to work on this proposal, and they hoped they would be chosen for the project. Laurie had already begun working on telecommunications issues with her job. She was in a bit of a difficult situation because she was defining the job that she had. She was half paid by the Economic Development Commission, and half paid by the Extension Service, They both wanted, she said, growth in the county. They agreed on goals, but not necessarily on how to get there, and she was finding it difficult to define what it was that she was supposed to do. She eventually got very interested in telecom and infrastructure issues and ideas about small business and tourism development, and having a telecommunications infrastructure that could really - she was thinking really big picture. And she was greatly supported in that, and that was [also] Larry's view. And so this project became an opportunity to do that kind of thing, and that was*		

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Wider Objectives cont'd.		**Cont'd.** *their impression from March to October, or, actually, really January, by the time Deborah got down there and, and sat down with them. By that point, she had already done the Chamber of Commerce web site, she was getting a lot of positive feedback for the way that she was doing her work, and then they came along and said, 'What you propose to us is okay, but that's really not what you're going to be doing.' And that's they way they report it to me, both of them. She said they had to write up an entire proposal in a day, and the day that she identified is the day before the TIIAP deadline. And so they put together what she had been doing, discussing infrastructure issues, discussing working exclusively with small businesses, yet they were still chosen, as they said, in this competitive process, and they were very happy. And then, it was like, I think her phrase was, she was 'thrown a curve ball' and told to go out and - Actually, not necessarily by Debby, but what happened was that the Economic Development Commission, and certain members of the Economic Development Commission then found out about this grant, and there became this struggle between certain members of the Economic Development Commission, and the Extension Service, because she was still jointly supported by*		

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Wider Objectives cont'd.		**Cont'd.** those organizations. She was told, or it was strongly suggested to her, that there were certain things that she was not going to be able to do because that was direct competition by a government sponsored agency in services that for-profit organizations could be providing. So she was not to go work with individual people, which would compete with D-Net, the [for-profit ISP] group there in Swain County, which would be doing things that government sponsored organizations shouldn't be doing. She said she partly agreed with that, that that made sense to her, but even more so, she felt like her job was to do what they had originally said. Does, does that make any sense, or can you give a better impression on that? ▪ Yeah, I think that makes sense. And you know, I wasn't there at the time.		
		▪ What I think happened is that Debby worked with the very top people with NC State, with Extension, with Miller [Self-Help Executive Director] in building these relationships because of the match side of the grant, because you have to have so many dollars to match what you want to do. And so during that time when all these negotiations happened, there was a lot of negotiating, and a lot of agreeing so that everybody would		The feeling seemed to be that these people, the NETworkers, would be, for lack of a better term, 'welcomed' into the organization, and accepted pretty much in terms of whatever we wanted them to do. They were a resource coming in, they were there to help, the host was providing a location, providing resources, but a lot of what these folks would do would be set by the training and by what we were about, although the hosts would provide some assistance, in not just day-to-day activities,

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Wider Objectives cont'd.		Cont'd. come to the table, and everybody would participate, and then as things developed... Because Debby was the one that was dealing with them, and none of the other people involved in the project, except from our office, were dealing with them. You have the idea in the way that the whole project becomes molded, especially since they did the whole planning grant, and focus groups on how to design it. Basically, BMW is the only site that kind of reflects what all the TIIAP grant said that you needed to do with this project. Everybody else was brought to the table because of the dollars, because they had the money, and you could hammer the square peg into the round hole and make it wedge in there, so that you would have a piece there. Because of that, it fostered a lot of miscommunication, And I know from dealing with her, one meeting that you will have, what you hear, is not necessarily what's gonna happen at the next meeting, to the point that you sometimes have to sit down with your meeting notes and say, 'Now wait a minute, this is what we discussed here...and this is what needs to be done.' That became worse when she was going through some of her medical problems, and I think a lot of that contributed to the misunderstandings. I think also, after the start of it, a lot of the people like Larry were not involved with the		Cont'd. but also terms of making connections to groups, and beginning some of these relationships. That was my understanding. What I was not clear about was, from the initial stage of this project, these people would be working under the project. And when I caught back up with all this, it was real clear there was an awful lot of matching and co-support of these people by the hosts. But I was never clear on, at which site exactly, what had been arranged. It was never clear to me that we knew that because this seemed to be a moveable target, depending upon the most recent contact from the [Dept. of Commerce], in terms of how much money was actually coming through. And each quarter there's a new need for more matching and more support, and so on, so that seemed to be a hard thing to pin down. But it was always requiring more and more assistance. I'm not sure if that's helping you at all. I think the assumption was that it would be hard to find people who would fit this role, but that once the effort began we would find these people and be able to move pretty quickly into placing them. And the fact that it took so long to find people, and then the role of the host in finding people was the other thing. And here again, I had thought that most of the looking would be done here, rather than the sites looking at folks in their area. Obviously they can nominate people and suggest someone, perhaps in-house, who was available. But that turned into a very big part of this, was simply trying to find somebody.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** project by default. When I went up there the first time, I didn't even get to meet with Larry; he wasn't even in the office, and he was never in the office when we would go up there. In February they had a meeting with their General Advisory Council, and I was invited to go to the meeting; he didn't introduce me, he didn't say anything about what Rick was doing. It was like there was no interest expressed whatsoever in what was going on. I just think there was a disconnect that happened, and I think if that original proposal, if some internal guidance had been given in the office, and when Rick was hired, if they'd sat down and said, 'This is kind of what we need to do,' and had been able to work together, it would have come out that you could have actually gone from what the sites had envisioned with those sheets. But that was never expressed to me as what needed to happen, and nobody from the sites ever came and said, 'This is an issue.,' until you look back on it at the end, and people were saying 'Well, this is not what we thought was gonna happen.' It's like, if this isn't what you thought was gonna happen, why didn't this come up halfway through the project, instead of you just becoming disconnected from it, and not worrying about it until the very end, and saying 'Oh my gosh', you know, 'We're really surprised		

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Wider Objectives cont'd.		**Cont'd.** here.' The issue that I have is that all of the side issues that are coming up now, if those had been discussed at the beginning, or especially when I came on with the project, I think we could have done a lot more. • After [the grant was made], at most of the sites we were passed off to a responsible party, and that was the end of it. After the deal was done, the dollars were coming in to Self Help, Miller says we're gonna put it in Greensboro, Sarah Lambert will be responsible for it, and there you go. We're compartmentalized in Greensboro. NC State sits down and says, 'This is Doctor James. Doctor James will be your contact on the state level in case you have any problems. Swain County is your site, you will deal directly with them, we do not deal directly with Swain County, we will never have conversations with Swain County about this project, other than for dollar funding negotiations only.' There you go, end of discussion. Down East Partnership for Children says, 'Pat Allen will be the person that you guys will deal with. We'll hire somebody, I stay out of it.' The only place that that didn't happen was in BMW, and that's because it is such a small grassroots organization. Clancy and Maisie know everything that those people are doing day to day because of the size and the kind of org., and		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** it's their son that's working on it. Because of that, you have a different communication about the project than you do with any of the other sites. ■ *So the point is that in each of the others, you had an original decision maker at the top of the organization, who's negotiating the project with the head of NC-Exchange, dealing principally with, financial issues* (Yes, it's all financial), *finding ways to match the money, because of the structure of the federal granting system. And then after that, people never sat down and had discussions with these new[site managers]. You were handed off to someone else. [We need to] find out where the disconnect is in these expectations of those original decision makers, and then the agents who became responsible at each organization, for implementing the project, and what they perceived it was that they were implementing.* ■ Mm-hmm. There was never a conversation, I don't think. [Or], the conversations were there, about how to do the project. But those conversations about how to do the project don't reflect the conversations of how to do the project so we can get this money negotiated, that was done at the beginning with the top decision makers. And that's why you have		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** these work plans that people came up with, to get the grant in. Then you have from March, when it goes in, until September, when you're finally given the grant award, that nothing happens. And nothing happens around these addenda that were going on, because you no longer work with the people that you wrote those addenda and attachments to. You work with the people at the sites, and are pigeonholed into that. ■ We ended up with communication problems. The original planning on the grants was driven by fundraising and funding needs, and then after those conversations were over, the actual programming part never took place with the people that the funding conversations had taken place with. You have a lapse in communications. ■ *Because there were big dollars being talked about, the structural way that it seemed to work out is that Debby had conversations with Miller, with Barbara, with the guy at NC State, and with, I would assume, Calvin's father, or Calvin, or whoever at [BMW]. Those decisions, [including] programmatic decisions, goals, the way the project is going to look on the ground, were made at that level. But probably, those conversations – you may be able to confirm this – talked more about money, than they did about the program. And then, once the grant was made, if I remember*		

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Wider Objectives cont'd.		**Cont'd.** what you said correctly, that group was bypassed, and the management of the project was handed off to people based in the local sites, who were then responsible for implementing. And my conversations with the host site directors bear out that there was little down to zero communication between the host site director and the supervisor or the State organization representative, with the exception of BMW, where it's impossible to separate out anybody in that organization – it's one that everyone there has basically internalized the functioning of the organization as well as the community building that goes on within those communities. • In some ways, I see it that you have the initial vision or concept for the project, that was kind of the grand overview of what you wanted to do. Then, [with] the organizations that you had to work with after the constraints of finding people who could financially afford to participate in the grant, and then fitting all those little square pegs into the round holes and banging them in, you come up with what was the achievable vision, what could <u>actually</u> be realistically accomplished by these particular organizations, with this particular grant structure. That, I think, is very different from the initial vision that came out of the whole planning		

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Wider Objectives cont'd.		**Cont'd.** process, that they wanted to go after this grant to do. ■ I was the first one to coordinate the NETworkers, and what I would like to say about the process, from my understanding -- and I can't take it from these last few months, because I haven't been involved since last October -- but the original arrangements and agreement with these groups were made with the head organizations. That is true. But Debby and I spent a lot of time with our contact person once the funds were delivered, explaining this project, long before anyone was hired. Say a NETworker was hired, we were in on the interviews. So the person that was hired, the definition of their job <u>was</u> spelled out, and it was clear as to what their role was supposed to be within the organization. What happened along the way, though, was yes, the organizations, after getting this person on board, set their own agendas as to what they would like to see happen. But [regarding] the original agreements that Debby made with these orgs. around funds, of course, people looked at an opportunity to get equipment and put some funds into their organization. So the dialogue that was done with Miller and the dialogue that was done with Sarah were at different levels. But it was clear to Sarah what was expected of this project. So there		

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Wider Objectives cont'd.		**Cont'd.** wasn't a misconception of what the project was supposed to do between [us and] our contact person. Who fell out of the loop, then, was the original contact person, the person who signed on the dotted line. On the larger organizations like the one in Durham, or NC State, we met long before they even hired a person. Even though in Swain County the person was already there, and BMW, the person was already there, I made several trips myself, to talk to the NETworker, to define the job, to understand what their role was, and what was expected. So I don't think there was [miscommunication]; it changed.		
		▪ I think, to re-word what you're saying, after a lot of the financial negotiation was finished, and renegotiated and renegotiated, all of these territorial issues started coming up between the host organization and NC-Exchange. I wasn't here for those conversations, and I don't know exactly .how the attitudinal change happened. But I think that a lot were turf issues, that the host organizations wanted to have ownership in their personnel, and that also, there was a need on NC-Exchange's side to have some ownership in the personnel decisions that were made. That's where some of the breakdown started. ▪ One of the things that I know came up		

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Wider Objectives cont'd.		**Cont'd.** early on, and I'm not sure if you were in yet or not, but discussing how the NETworker, once in place, might begin to get pulled away from some of their regular duties, because the host would recognize they have in-house, somebody with computer skills, somebody who'll deal with your Windows 98 crashing, or somebody who'll deal with our network problem. That didn't seem to be a major problem, because, yes, that's gonna happen, there may need to be occasionally some statements made: 'Well, I'm not really here to be your computer support person,' but that was a different level than what seems to have developed. I think territoriality is a good term for that. It's not a matter of 'I'm really spending a little too much time trying to get your laptop, your fifth laptop, to finally work here.' It's now a matter of 'We want you doing certain things, going in certain directions, which may be different from what you're getting someplace else.' It's a different level. So I think there was recognition early on that the host would be exploiting these people, but a lot of the exploitation would be useful for the NETworker in terms of building skills, and would also be useful in terms of helping the host organization understand what these folks could do. This is a very		

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Wider Objectives cont'd.		**Cont'd.** different sort of issue, however. It's much more about 'What does this position look like, and where do your loyalties lie,' and issues like that, rather than 'How much time should we spend fixing laptop problems?' • We found, with the exception of BMW, that, at the very end of it, that some of the upper management individuals had different visions or different ideas for what was going on with the project. And that those have never really been reconciled, that there was never identifying where the communication gaps took place, or where those happened. • I don't think it was a total negative to have the NETworker in the site, housed there. I really think a lot of the groundwork needed to be done up front, that maybe that the picture would have looked different, because in some places it worked, and in some places it didn't.		
Immediate Objectives	*What did you use, originally, to inform yourself about what the NETworker would be?*	• What I was given was the actual proposal, and that's what I read. I read the grant, I used those materials, and then formed job descriptions for each NETworker, and worked with them, personally with each one, to develop the job description, and a work plan, for the whole term of the project. Now, the things that started to happen were exactly what Michael said, and that was that people's computers broke down, and they had		

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Immediate Objectives cont'd.	Cont'd.	Cont'd. ■ someone on site that had technical experience, or that could fix things, or knew how to access someone that could help them with these problems. And so that interfered with people staying on track with their jobs, with their agenda for the year. That's where the conflict I saw came in, between the NETworker and the host organization, because it was a conflict of 'Who do you work for,' and 'Who are you obligated to.' If Barbara is telling you, 'I want this done,' and I'm calling you saying, 'Why isn't this done?' then that person becomes pulled in trying to figure out 'Well, what is it exactly is I'm supposed to do?' It appeared to me, by October of last year, when I was leaving, a lot of that had been ironed out. There'd been several changes in people who held those positions as NETworkers. There was a rotation out in a couple of the sites. Greensboro took forever, and the same thing happened in Swain County. It appeared that there was a better understanding by then of what the role of the NETworker was, the understanding of the commitment to the grant, and everybody willing to go forward. So I think the hard times, to me, were in the beginning, and once we got an understanding – [for example] Sarah said, 'Well, Miller never explained it to me,' but we did, so it wasn't that it wasn't explained what the job was supposed to be.		

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Immediate Objectives	**Cont'd.** *Were the job descriptions pretty much the same in each of the four sites that you wrote up?* *When you went through these original conversations with the hosts, how much customization took place, in each of the sites, with what you understood to be how the project was going to be implemented. Do you recall if you had to do a lot of negotiating, or did the sites seem to be happy with the way the project was designed, and the way they wanted to try to implement it?*	**Cont'd.** ▪ Some of them were a little different. It depended on the environment and the work, so they fit more into the organization that they were with. I think BMW's was a little different, because we had two NETworkers, doing the job. ▪ There was a little bit of both. I think people understood what the project was supposed to do, but there was always this piece of trying to incorporate a little bit of what they wanted to get out of having a NETworker on site. I don't think there was a conflict of understanding what this particular proposal expected of them. But here you were, all of a sudden you had on staff someone that's technically savvy, and you had organizational needs, and so, I think you had some of that give and take where, especially at a place like, Rocky Mount, where there were a lot of technical needs. And so the person had a difficult time trying to juggle between satisfying the organization's needs and satisfying the project needs. A lot of times they came together, and it worked fine. So I don't know, I think it was a little bit of both. But honestly, I thought in the beginning stages it was very difficult, because you did have to go and sit down with people and help them understand how this would better their organization, how having this person would work into...There was some convincing of		

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Immediate Objectives		**Cont'd.** doing it the way we had laid out, but once people had an opportunity to try it, and experience what we were talking about, it went much better than they were thinking it was gonna go. The process ended up going along. I can't imagine there wouldn't have been the conflict, even if that the person was here in our organization, of satisfying the organization and the grant requirements.		
	In their organizations, they were often called upon to play roles that weren't specific to the NETworker function. Can you talk about that a little bit?	• In BMW, they're a small org., they're very grassroots, the people that they work with they have an intimate relationship with. In some ways, especially the way they're continuing on with opening public access sites, and have continued to integrate a lot of the telecommunications aspects and technology aspects into their future work plans, the way that they've done it with their own organization, has really been a model. It shows how an org can take this kind of tool and harness it and really use it to the benefit of their community, and integrate it into what they're doing. But, because they're such a small organization, and because Calvin and Jennifer were so pulled in trying to do the housing stuff, and trying to run the organization and do everything else, because of the size, and the financial constraints on the organization, working with the target groups, a lot of times, was not necessarily a high		

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Immediate Objectives	Cont'd. *Are there any other groups that you felt like the NETworker had to do other things for the organization than...?*	Cont'd. priority. If it fit in that some of the telecommunications stuff could carry over into the groups that they were working with, that they had natural synergies with for their other projects, then that was great. But I don't think there was ever this concerted effort that they were going to go out and do this, where they worked individually with each group and focused completely on the technology aspects of it. Their day-to-day, the demands of their host organization, were too great to really foster this kind of role! But yet, because of the training that they were getting, they've really kind of implemented it in their own org., and if what they've done in their organization they can replicate with groups that they work with, then I think that that's a different kind of success. But I think it's definitely an accomplishment, that it shows that this is the kind of org. that it works best with, even though you can't dedicate a person just to this kind of project in that type of organization. • I think, probably the Partnership for Children was the most glaring example of that. The way the whole project was designed for that organization, all their target groups were people that are in their building, and the way the whole partnership is so internalized...I think Mary fought that a lot more than Caroline did. I only met Caroline once, and it was a very		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** strange meeting. She was very, very defensive the whole time; she met with Mary and I and Pat to bring us up to speed on what she'd done, and she was very defensive. And I can understand why: we went down the list of target groups that they had, and went over the status of each group, and she hadn't done anything with any of them. She had spent most of her time working on the library. That was fine, because that's what they decided they wanted to do with the public access site, and I know that that was kind of an internal direction. I guess because we were there, she felt very uncomfortable, since that, I know, became an issue, especially with Debby, that she wasn't working with a lot of outside target groups. Yet Debby had approved the list of target groups that they were gonna work with! So it's like, you know, what's going on? I think Mary fought it more, but the internal pressures of that particular organization were too great. But there was never the whole ripple effect. It's like Reaganomics, it doesn't work! It's not gonna work [laughs], know matter what model you're using it from, or for! • Actually, Mary tried to put together an effort to do a public access site with one of the community fellows that they have, who was doing a Family Resource Center, and Barbara was completely against it. It's a		

	control		

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Immediate Objectives		**Cont'd.** issue, because they wouldn't have the computers there, in their office.		
	Did the role of the NETworker change much during the time that you were there, or was it pretty much making sure the NETworker stayed on track with what the original job description was? *When you were trying to keep them on track, what was it that was pulling them off track?*	▪ I constantly had to keep them on track, constantly. I talked to people two, three, four times a week. You know, and it varied from site to site; some went better than others. But there was a need to keep people on track because it's easy to fall off , because you're in a different environment, and I'm sitting in Raleigh, and you're in Rocky Mount or Greensboro. And so you have staff meetings and you have other responsibilities by being part of the organization. I think had we looked at this project today, from what we've learned, the person that would have been the NETworker would have been hired by NC-Exchange, and then they would have been placed, maybe, at the site, but they would have been employed by NC-Exchange instead of by the host organization, and then it would have been different. ▪ It was their environment, and working within another organization. I mean, you have staff meetings, you have responsibilities as being part of an organization, and that would throw them off. Or just the fact that there'd be a technical problem that you thought maybe could be fixed in a day, and a lot of times it ends up taking you a week to resolve it. So		

	just internal things would happen.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	**Cont'd.** *Where were you getting your sense of what track they needed to follow?*	**Cont'd.** • We sat down with each organization, and developed the work plan. So if you look at Greensboro's it looked a little different than BMW's, because Greensboro may have been more advanced. We started from where their organization was, but BMW may have started in a different place. Their agendas were set by them, we actually had them draft it. And then we would make suggestions as to where they needed to modify it. They'd draft an agenda based on *Making the Net Work*, the proposal itself, and what needed to be accomplished in that time frame. • We met, we had the NETworker faxed or e-mail the work plan, we gave feedback, and then we approved it, from our end. Each work plan was wherever that person came on board, where they were at the process, how much they could get done with the time that was left		
	The assessment process was a big part of that work plan at that point, was it not? The first time that we met questions about the assessment process, had begun to arise, did that...?	We modified it. It was a quick modification, the reason being was because BMW was the only organization that started on time. [They were] so far ahead of the other organizations, they had done the assessment the way we had originally set it up. So they figured out what worked and didn't work. And when the other people came on board, we were able to say, 'We need to modify this.' So they actually went through the process and made the		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** suggestions of what wasn't working, so we didn't go back to doing wrong things, when we had already learned from one of the sites, that if we do it this way, it works better.		
	You've talked about the NETworkers having a role to play and working with them and the host site to determine that role. When I replace the word 'role' with 'subject position' – position within an organization, within a community, and then with in a project as a whole -- how do you think the NETworkers would have defined their subject position in the early months of the project? How do you think they saw themselves located in the project, rather than what they were trying to perform?	I think it varied from site to site. Because if you look at BMW, these people already worked for the organization, so of course their commitment was to BMW, even though I think they saw this as an integral part of their work and something that they wanted to do, so they were vested to make it happen. If you go to Greensboro, where the young lady came in to an organization to fulfill a job, I think she may have seen her role being committed to NC-Exchange and to the community that she was to serve, which may have caused some conflict with people like Miller, who felt she should have been committed to Greensboro, to the [host] org. So I think they would see themselves differently. [Rocky Mount] was difficult, because the young lady that started out as the NETworker there was very torn. She felt a very strong obligation to do what was expected of her, or the grant, for the project. Yet she was in an environment that she had to perform. That environment is very strong. So I think that's why she quit: it was too much, she had to please the Down East Partnership for Children, and at the same time do what was expected of her for this project, and it became too much. It was actually overwhelming for her. [In Swain Co.] they started out, see I didn't know Rick, because when Rick came on board, I		

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Immediate Objectives		**Cont'd.** was leaving, but when they started out with Laurie, Laurie was already an employee of Swain county, and I think her commitment was to that community. She was from there, she was born there, and she was looking at ways that she could benefit the community. The problem was her thinking behind that did not fit in with the thinking that we saw in developing the community NETworker project, because of course our focus was lower-income communities, and that's not who she'd been used to working with. So I think there was a problem there about understanding who the constituents were around the project. But it was clear to me her commitment was to the community that she served.		
		▪ Coming back to something we talked about last night is the importance of who that NETworker is. It may well be that one of the keys is going to be making sure the NETworker is not someone for whom you're satisficing, but it really needs to be somebody with a set of criteria, and a set of standards, and those standards cannot be compromised. You really do need the Renaissance person who can do a variety of things, and if you have anyone who's missing any of those things, that may be the initial flaw that creates some of these difficulties. ▪ *Or you have to be able to supplement that deficiency with something that the host organization is good at. Somebody like BMW is gonna have*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** fantastic community connections, so that might not be completely necessary if a person can be validated by that organization. ■ It's also to recognize that some of these things may not be innate, they may be trainable. So it may not be somebody who walks in the door with these skills, but it's someone who has a certain set of other skills, and who is able and willing to be trained in those areas. I think the technology is an example of that. That may be one of the least important things because you may be able to get someone up to speed on that, even without the background. What you need is someone who works well with people, to use a cliché, who has the kinds of search skills that we're talking about, of the classic liberal arts student who can find anything on anything. You need a variety of things. And a lot of that, you may not be able to do much with somebody if they don't have that walking in. ■ I think that the key thing that we've been hitting around, either with the host organization, or with the individual, and I don't think its one or the other – and a site has to have this – is validity with their grassroots community in that area. If you take someone who is very technical and put them in an organization like BMW, you're going to have problems. I think if you had taken		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** someone who was very grounded in the community in Greensboro, and who had those skills and had those contacts, even though, like we were saying earlier, Self Help is not seen as a community grassroots organization that deals with the individuals, that you would have had that connection and been able to bring them in. And like in Swain County -- neither the NETworker, coming in from the Eastern part of the state, or the organization, being a university type agricultural extension organization – you don't have either. So we've had to struggle to get the community involved. Or in Greensboro, that struggle you have in trying to bring the community up to the eighth floor. • I wanted to comment on the hiring process. See, again, that goes back to who gets to make the decisions. Debby and I clearly said we would not have hired certain people for positions, but the organization had the final say on who was hired. So that also is an issue, because they're not working for NC-Exchange, they're working for Self Help or DEPC. Even though we thought this was the criteria that a person should have for this position, you've got that conflict with the host because they're also looking at what this person can do internally for their organization.		

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Immediate Objectives	*Does this project ask a NETworker to do too much?* *And accomplish what needed to be done, means...?*	▪ I didn't think that the project itself did. I think it was asking too much to be placed in a host organization that would put other demands on you, along with the project. ▪ I agree with that. ▪ But the project itself, if that's all the person was doing, I don't think was too much, for that time period, to accomplish what needed to be done. ▪ Building that relationship with the community, and introducing the whole NETworker idea. ▪ I have a nagging suspicion this is still a one-and-a-half person position. It doesn't mean that it could not be filled by one individual, but I'm beginning to wonder if there's not really two aspects of this. It is a split between the schmoozing to make the contacts do the information hunting and tracking down and so on. And the other is a lot of keeping track of what you've been doing, and following up with people, and so on, more administrative. It may well be that somebody who's super-organized can do both, but I'm wondering if some of the things that we saw in this, is not an indication that – and once you begin to introduce any sort of, of organizational pressures -- there's a couple of extra plates on sticks spinning more than what the person can handle. And with just a little bit of help, it may be part-time, it may be in the right host organization, it may	A perfect example would be you and I. I mean, we monitored and did pretty much everything that they did, because we had to make sure that they were doing it. But that's all the focus of our job was, and that's why I based that on it being, if that's all they're doing, then it would not be too much.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** be that's where the host organization makes the contribution. But I'm wondering if there are a couple of extra tasks in here, that's just not realistic for a NETworker to...		
	Greensboro	• [Community people] see it more as a bank, instead of a grassroots org. • To me, the person to look at would be the Greensboro NETworker, because it was my understanding that that was the only site that did not have pressures from the org. itself. She was placed to be the NETworker, and that's all she really had to focus on. So to me, she would be a perfect example. The difference in that one site is that she had that public access center. But the way the expectations of working with the target groups, and having the results with those target groups, in some ways became kind of a split responsibility, between dealing with your target groups and dealing with that computer center. And running a computer center that has public access and has all these classes coming in is a full-time job. And doing the NETworker project is a full-time job.		
	Rocky Mount	• Their organization has some issues in the community with the whole model of how it's done. And Barbara's done great things, but she's not considered part of the community in Rocky Mount. I think that that reflects		

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Immediate Objectives		**Cont'd.** a lot in the way that they do business. The way that they operate is 'they're gonna do it their way or the highway.' [They] don't necessarily figure out what's best for the community and what needs to be done inside the community and listen to those people! • You can see the way that the people that come in and out of the building deal with her. She's not necessarily ... [sighs] Rocky Mount isn't rural, but, culture-wise, it's not urban, it's a very southern, rural-type city. She's from the north, she doesn't wear panty hose to work, as Mary points out [laughs], and she's not your typical southern lady, who's gotten involved in the community. And all the community organizations that she wants to make contact with and be a part of, she's not willing to go to their level, and meet them at their level; she wants them to take her for who she is. That's not bad, but that's not the way that you do business in certain southern communities, when you're trying to become [laughs] part of the community! And also she doesn't live there, it's not her community, and .that that puts her at a disadvantage. • She lives right outside of [] with her boyfriend and they own a house, out there. And she doesn't have kids! And her whole organization is centered around children, and in certain rural areas it's very hard for people to take		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** advice from someone that their only knowledge is educational background, and isn't first hand commonsense knowledge about the subject that they're dealing with. And especially as executive director, she's not coming in contact with kids on a day-to-day basis, so it doesn't necessarily give you some of the credentials that you would need to go into that type of community and play the role that I think she really wants to play. That's just an interesting fit, an interesting perspective. • A lot of the people that she has on staff are very grounded in that community and have been there forever, and they hold a lot of validity. But there were some attitudes about the Partnership. Mary has expressed that a lot, that she's – most of my knowledge of the situation comes from talking to Mary, and from observing, when I've been around there. But it's been very interesting, since Mary grew up in Rocky Mount, and then has come into this organization, [to see] the perception that the rest of the community has about the org. They see it more as government-funded fluff, that it's not a grassroots organization, and I wouldn't necessarily call it a bureaucratic organization; I guess it's kind of a different animal completely.		

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Immediate Objectives	**BMW**	I would assume that they've been there quite a while. Several generations at least. That would be my feeling and assumption from talking to them and being around that area		
	Swain Co.	• *[With] Swain County, I think you're right in it not being a match with this model, or with this project. But that doesn't necessarily mean that telecommunications strategies, or the strategic use of telecommunications, can't make a really big difference in that community. And so that's where the issue of trying to force a community-based – in the traditional nonprofit sense, the low income individual – that kind of approach is not going to work there because of the profound cultural differences between the poor of Swain County, and the poor of BMW Counties.* • It was a shock for them to see me [laughs]! to be honest, when I went out to visit. • *You know, I talked to Laurie for a couple of hours, and I do admit that the outlook -- and not just hers, everyone's outlook there is more conservative, is more, 'a leg up, not a hand out' kind of orientation -- and they want to see that. I kept getting these lines about the pride of the poor people in that area, that you can't do... The health department people, this woman there saying ,'I can't tell you how badly I want to help some of the people in his community, but I*		

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Immediate Objectives		**Cont'd.** can't, by court order, force them to come in here to get their children vaccinated, because they don't want anything from the government.' And that's just a very ingrained attitude in that county. So it would have really taken a different approach to working with Swain County. And it's funny: I was always under the impression that Laurie -- and I told Janet this already -- left because she didn't like the NETworker project. But she actually said that it was the one thing that almost kept her from not leaving her job, that she was very excited. ▪ Right. I would have said that. It wasn't the NETworker project. ▪ *But she was, interestingly enough, caught in this same model of having to straddle two different funding sources, two different orgs. that she had to report to, and she could no longer deal with this – and she had a position that had never existed before in that county, and trying to define her own way, to meet the needs of two different organizations who both wanted the same goal – growth in the county -- but had different ideas about how to get there, it made her very frustrated. And I think that's common among some of the NETworkers as well.*		
		▪ I'm not sure we could say who is ideal, but we may be able to say who is not ideal, as a host. Any group that		

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Immediate Objectives		**Cont'd.** has a fairly narrow issue orientation, for example, because they're gonna have a fairly limited community they're concerned about, that's probably not going to fit with a rather expansive view of what the NETworker is about. Someone who can tap into issues of growth and similar sorts of community improvement, but in a way that's ideologically compatible. I'm struggling. Is there a set of characteristics we can now define that would allow someone to be less likely run into this conflict between what the NETworker model is all about and what they're gonna find in a host organization? And just to throw out an example, say CDCs: is that the kind of structure that more likely than not, is going to create the least amount of tension for a NETworker? You see where I'm trying to go with this? Have we now figured out something that tells us when this conflict is most likely to appear, due to the very characteristics of what the host organization would be like? • The one thing I would say, and it may not be directly towards what you just said, but I think we've learned from having a NETworker at each of these sites, as diverse as they are. I think that the NETworker project was positive, because each of these sites was able to use this NETworker project, maybe in a different way, but		

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Immediate Objectives		**Cont'd.** got something positive out of it, for sure. I strongly feel that. If I were to look at all four sites and say which one benefited the most, and did it the way we kind of wanted them to do it, and was an ideal model for this project, I look at BMW. It's a rural community, they knew their community, they knew that they wanted to be a part of this new technology effort, and so they worked harder in trying to make it happen. This was something that they wanted to happen, and I think that's part of what identifies the host: is this something that the organization wants? Is it something that is part of their agenda already, because when you force it on an organization, in a sense, it doesn't work as well. I would say that Barbara would say this is something that she wanted for Rocky Mount, but she wanted them to do it her way. And so it was harder for her to follow the model that we had set up. But she wanted this to happen, and actually it worked really well there, I think, but there were struggles because she had her own concept and idea of how it should happen. • *I think, to get at part of what you're saying, and looking at the success of BMW, it may be safe to say that a principal reason for the success there is that their basic operations touch*		

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Immediate Objectives		**Cont'd.** *the community a lot. When they buy into the use of telecommunications they begin, almost as a normal part of what they're doing, to add that to the work that they're performing. It doesn't mean, though, that if an organization - and I take Self Help in Greensboro as an example - a well-respected organization that does what it does, and has a good reputation for doing it, but is not known for providing total community-wide services, might see that as an interesting role for it in that community, because they have the clout to get the library to re-draw the architectural drawings for the new downtown library, to include computer centers. I mean, they can be an important player in that community, but the important thing, for success at that site, becomes the internalization of this community outreach, and of using the technology as a part of it. I mean, they almost have to become slightly like BMW CDC in the way that they're operating. Or they have to figure out a way to do that, that's comfortable to them, so that if it's setting up a computer center to bring in the clients through the networks that they have, and gradually, over time -- and this is a slower process, that BMW can do comfortably now, because the*		

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Immediate Objectives		**Cont'd.** Robinson have been there forever – but if Greensboro's willing to look at five years or ten years of supporting a computer center, then their network slowly grows. The more people that they bring through there, they become more like a community based telecom support organization. • I don't want to down play the importance of being enthusiastic. What I'm trying to think is in terms of recommendations, of how would you know someone is gonna be a good site? My only concern about enthusiasm is no-one ever tells you they're not enthusiastic. When you approach them, no-one ever says, 'This really sounds pretty mediocre. Yeah, what the heck, you know, it's something to do, let's try it.' Everyone, as you said earlier, I think, completely accurately, when they hear something they say, 'Yes, of course we're excited about it, it's something new.' It's a great characteristic. Unfortunately, for predictive purposes, it's hard, because you've gotta know a lot, in order to know whether or not you've got the right one. If we could figure out these others – and CDCs may be an interesting example – or something else, I'm just throwing out ideas. But there's something that appears to be a better bet than something else. That's		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** where this might go, and who might be most compatible with this. It looks like there's gonna be less conflict, it looks like the structure of the organization is better for using this sort of approach, and like that. And that's a significant finding, to be able to say something like that. • I want to make this one more point, which I thought was interesting. When I first went to Greensboro, and understanding the design and the concept that they have, I just thought that was going to be a perfect site. I mean, all the resources were there, the equipment, the money they'd invested. I was there when they knocked down walls and built this big center, and I thought, 'Well, this is really gonna be something.' But it's interesting, because, you're right, they did not have the connection to the community, and people didn't go up there. And they hired someone who didn't understand the community, who really didn't know where to go, either, in that community, to get the people to you. So here you had this fabulous center, and then you had a place like BMW that had one computer and a bunch of old ratty computers, and they could actually make more happen. And you'd think, if they had those resources, what really could have happened at a site like BMW. So it's interesting; it says		

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Immediate Objectives		**Cont'd.** a couple of things. It says that money just isn't everything. They were on the eighth floor of a building; low income people weren't gonna go inside this big building and go up to the eighth floor, and use this center that was available to anyone, you know? So in deciding who these host organizations, I wouldn't necessarily say that the Greensboro site is <u>not</u> a site to use. I would have to say that they should have thought better about where it was located, maybe if [they] had put those computers in a community center and had the NETworker working there two or three times a week, it would have been much more successful.		
	Did you feel that most issues had been ironed out by the time that you came on, and when you started working with groups the conflict wasn't what you were dealing with?	▪ Right. I agree with that, there wasn't a problem with that. In Greensboro there was always the conflict of how to manage the center versus the NETworker position, which was different than at some of the other sites. But there wasn't a major job description issue. It was more people just actually being able to get their hands around what they were doing and figure out how to do it. I didn't pick up on any major, no-one had any problems with what their job was, or trying to figure out what they were supposed to do. That was kind of settled, it was just then trying to go forward and do it. And even in		

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Immediate Objectives		**Cont'd.** Rocky Mount, when Mary came on in January, there wasn't a problem with figuring out what she needed to do and where to go. • We went through all that in the beginning.		
	You were writing reports to NTIA, the quarterly reports?		• I was doing the first draft and then giving them to Debby, and then she'd finalize them. What I was giving her was the actual information from the sites. There were a lot of other pieces to this that she was handling directly. Like, I didn't really deal with [the evaluator] Michael other than to call and schedule a time to meet But there were other contracted individuals associated with the project that I did not deal directly with. So for the report I would provide the info on what has happened at each of the sites to date. • They would provide me with a report. Each site gave me a report. • Earlier on, they were reporting online to me. There was a form where they could report. • [Eventually] we just said that there wasn't enough room to [record] information, and we did modify how they could report it to us. They could use that as the model, but they could do just a regular Word document, instead of a report. But the questions and all remained the same.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	**Cont'd.** *How much do you think the extra work that existed for the NETworkers on the project, represented work they had to do because it was a demonstration, and they were having to report to you guys?* *That might, do you get the sense that had that been around at the start of the project, that it might have been a decent tool to use?*		**Cont'd.** • Well, to me, it would have been the kind of record keeping you would want to do in this type of a project. At least in my mind, if it was for my organization, I would have wanted to keep those kind of records. • It's not a great analogy but it's one we used early on in the project: the library help desk. A lot of what a library help desk keeps track of is literally questions. They don't even type the type of question, they just have a chart, and they keep track, so when the budget comes up, they can say, 'We answered six million questions in the last year.' They can't even tell you necessarily the subject area or how long it took to find something. So, I think some organizations would say this would be more than that, but I think you're right: if you really want to know what's going on, it shouldn't be any different. Ultimately, we had an interesting way of doing that, and that's why I think there's something to [the idea that] it was so hard for them to do that. • The access database that we developed after the February training was very hard for people to convert over to use, to actually put in process. • Yeah, probably. Because it would have been something that you would have integrated as part of what you were doing, instead of coming in and having to rearrange how you were	

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Immediate Objectives			**Cont'd.** already doing things, and change them into some other way. Even though, ironically enough, you weren't happy with the way that you were able to keep information, to be able to have it for the project, or to be able to have it for the reports. ▪ The other thing is, I now think one of the secrets to doing that would have been to base it on a hand-held, rather than a PC program. So literally even when you were away from your desk, you could have done some recording of information, and I suspect that one of the problems is [they] still had to go to the computer, still had to be in [their] chair working versus making it a part of the day – [they] could complete information whenever. So that may have been an example where the way in which we did things was a greater burden than it needed to be because it was a demonstration.	
	With there being, three different options, either a balance, scales tipped towards the model that NC-Exchange is trying to implement, or local control – those being the three options: balance, local control, or the model – where do you think each of the three sites, in the early days, would have been on that scale?	With BMW there was a balance; at least they were trying to balance it. With Greensboro, it's a little hard there, because it seemed like Sarah was trying very hard to balance it, she really was. But she didn't have a NETworker in the early stages. Swain County: I think they were trying to follow the model, but there was a misunderstanding of what the model was supposed to look like. I believed they truly felt like they were doing what they needed to do for the project and were following		

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		Cont'd. the model that was set up. *(The issue was more low income individuals.)* Yeah, it was a real problem there with that. And then Rocky Mount: I think it was hard to balance. There was too many internal conflicts. There were just things that were expected of the NETworker, to do internally within that organization, that there was not a way to strike a balance. [Due to] organizational needs, [the NETworker was] required to participate in so many organizational activities, that [she] just couldn't balance. Even though, I truly felt that the NETworker was trying to follow the model, it just was impossible to do with what she was asked to do internally as well.		
Immediate Objectives	*If you had to do it over again now, would you want to redefine the NETworker project significantly enough to let it fit and work within that organization, or would you want to have a different site? What happens when you have an organization like that? Because Mary didn't talk about any conflict in her organization, but she did talk about, the fact that it's not really the NETworker project that she's doing there. The reason that there's no conflict, is because…the decision was made at NC-Exchange to loosen things up a little bit, and to let them alter the project to minimize the conflict. Anyway. Going back to the original project: If the model can be made to fit in an organization like that, would you have wanted to try to do things differently, and work with Barbara through a long series of conversation, to redefine what the NETworker would be doing there?*	▪ I think it should have been done on the front end. I think that there needed to be an understanding of the grant that they signed onto. That should have been the time where the questions should have been asked. Had that been done on the front end, we wouldn't have had as much conflict as we did once the project began. So I don't know if it's so much the model – I'm sure the model can be modified – as, these orgs. that signed on to this project didn't really understand what they were signing on to and didn't have a clear understanding of what was expected of them.. ▪ *Do you think they didn't understand what you were trying to tell them? Where does that breakdown occur?*		

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Immediate Objectives		**Cont'd.** • I'm saying it broke down even way before I came on board. It broke down in the grant writing process, [during] which, in my understanding, everyone was consulted. By the time I got to the table with them, and there was dialogue about what was expected of them. It became clear, but it wasn't clear initially what was expected from each org., as part of this commitment. And so somehow, there was just a lack of communication about what would happen once you were funded and we hired a NETworker and what their role was. The other thing to that, though, which is common for nonprofits, is an opportunity to bring in funds to your organization. Yes, I agree to do this, and at the same time I'm thinking that I'll make this work for me, as well. I mean, that's just bottom line fact. We all do that because there's a funding opportunity that looks really good: I'll get equipment, I'll get a technical person that can come into my own organization, this is good, okay. Yeah, we'll do what they need us to do, but it also would be really stupid of us not to think that they didn't think that this was an opportunity for them to have someone with these skills in their organization. So that's a reality piece to me. And so modifying the project, I don't see…There's always gonna be something like that in play. So I don't know if modifying		

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Immediate Objectives		**Cont'd.** this whole project would have made a great difference. • Let me try the following idea: hidden – or perhaps not so hidden -- in the model behind the NETworker idea, is [the idea] that, in order for the NETworker to function, there has to be some community contact for this person. This could happen one of two ways. Either the host site can provide that contact, or the NETworker can provide that contact. If it's the NETworker, then you could almost literally take someone, put them into leased office space, hang a shingle up, and things begin to happen. If it's the host organization that's gonna provide that community contact, then I think this is when we introduce this concern, because now, you first have to fit within what the organization wants to do. Secondly, in the process of helping establish the contacts for that NETworker, there is a tendency for the group to try to manipulate the process and then position it into something that's gonna be more beneficial. One solution, then, would be you could still use host sites if you had a NETworker who was more community-based. And maybe in theory, not even necessarily in that community, but [someone who]knows how to establish in the community, someone who's adept at this, and can move from place to place. Someone who doesn't have those skills is gonna		

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Immediate Objectives		**Cont'd.** be more reliant upon the host organization, and that may be where these negotiations have to be more careful. The other possibility is to do a better match of what the host org.'s community is and what the NETworker's community will be. • Right. That's why I think Swain County was a failure piece, because we didn't do that kind of homework for that. When I went there, I didn't understand why they were one of the sites. It didn't fit. I didn't mean to cut you off. I'm just saying I agree with that. • But again, that throws us back indirectly to the funding issue, because now, it's dependent upon who's willing to provide a match, and a site, and so on, which is quite different from saying 'We have a project, we need a hundred and twenty square feet of office space, and our name on the directory. Would you be wanting to do this?' A lot of organizations might agree to that, but when you start saying 'We're gonna need money from you, we're gonna need overhead support and so on,' you begin to significantly reduce the population that you can look at. • Yeah, because what you just proposed, in an ideal world without some of the funding constraints, would be what should have happened. You research the community you want to go in, but you've still got this		

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		Cont'd. issue that you've got to come up with fifty percent match, and if NC State University can provide ninety percent of salary support with this site and you don't have to ante up out of your federal pot of money, then we're going with Swain County, because we need it to be able to leverage the BMWs, and the smaller organizations, and so you end up with the parameters of your funding starting to drive who become your partners.		
Immediate Objectives	*The final question that I have about design, relates to not providing any equipment along to the four target groups. I get the sense from Calvin that they could have done so much more, had they been able to provide a public access terminal from the beginning, or more than one. How much do you think that is a part of this project?*	▪ I think it is really sad how the funds were distributed. A place like Self Help, whose funds are like five times that of a BMW, was able to get so much more out of this grant, to have all those systems just sitting half the time, and to have an organization like [BMW] lacking. It was almost an injustice, you know, how could you let that happen? I do understand that that's where most of the match came from, so I guess that's where they have most of the dollars, but that's something else to look at. It was really bad, if you looked at it, and you thought...And now they're going to shut down that center, and they've got all that equipment, and where is that going? And here's an organization that really could have benefited from that. So I do think that that was an issue, because there were times, if we could have given them two or three computers, it would have made such a		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives		**Cont'd.** difference. Where we had ten on the hill over here – it just didn't balance out. Even though sites didn't know that; people weren't aware. Because I think I would have been pretty angry if I would've known that. But that's how it was distributed. ▪ I was gonna add, we're back to singing the same song: you get this negotiation with the host organization, versus bringing somebody in fully equipped, plopping them down in an office, and saying, 'They're ready to run,' versus, 'You now have to come up with equipment, you've gotta hook them in.' And that increases the likelihood there's going to be some sort of negotiation that has to take place, some sort of agreement that has to be worked out, and who's providing what. Had there been a budget for each NETworker to have not only their equipment, but support equipment, for use [in the field], that might have been one less thing to have to work out with the host org.		
Outputs				
Activities		**Inputs and Indicators** ▪ It is not just what was intended, or, if		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** you will, what somebody had in mind when they came in in the morning. It was a matter of what they found once they came in the morning. Contrasting what you think you're gonna do on the way in to work, versus what you find on your day planner once you get in. I guess I'm still concerned that a lot of what may have been going on is that either they didn't know, even from a work plan perspective, how to take that and implement it. You know, 'What should I be doing at 9:30 this morning?' You know some things you're supposed to do, you know some general guidelines: 'Do I pick up the phone and start making phone calls, do I get on e-mail, what do I do?' Similarly, how do you organize other activities? And whether that's because of the pressures between the goal set and the model and the host organization, whether it's because of a lack of appreciation by the NETworkers early on of what they needed to do -- there are all kinds of possibilities. I'm thinking about the experience of trying to get them to keep these records. I realize part of it is logistics of doing this, but I'm wondering if this is not also reflecting something about the inability for them to define how they're spending their time. They're doing a lot of fire fighting and not much planning of what they're going to do. They're		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** doing a lot of cleaning up things, and not thinking about 'Well, now I need to do a, b, and c, in order to get to some goal or objective that I have.' ▪ Let me tell you why I don't totally agree with you. When we would have meetings and come together, the NETworkers could explain to you exactly what the project was, exactly what they were supposed to do, and could tell you examples of how they implemented certain things that were right on target, okay? So I think they do understand, or did understand, what their job was and knew how to implement it – and be enthusiastic when they left the meeting. But when you got back to your work site, it'd be just like, I came in this morning, I had four or five things planned on my agenda that I haven't even touched because unexpected things came into play. When that happens, it does throw you off balance. I don't think it was not understanding what [they] were supposed to do. ▪ *I have to say that what I found, bears that out. When I have met with host sites, and when I've met with NETworkers, it's exactly what you say. When they sat down and talked to me, they talked very coherently and passionately, even, about what the project meant and what they were trying to do. But when they got back to their work, they were distracted. I do still think that there's some*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** *element to what you're saying, as well. And [training consultant] Irvin brought this up, and I probably wouldn't have understood it as well if I hadn't just had the conversation with Irvin. But he was talking about translating that [understanding] into some specific sets of activities, that [the NETworkers] could work more directly on. Our thoughts about it were when you're trying to move forward with a job that really has no specific, when you can't say... If you want to be a preacher, you know what a preacher is, and there are plenty of them that you can emulate. But when you want to be a NETworker, it's kind of odd. So when Irvin started talking about the job, he started talking about it in terms of qualities of a person, rather than actions that you have to follow, and I think that a lot of the NETworkers might have been frustrated in trying to come up with actions to follow, specific steps to implement day by day, rather than feeling the freedom to allow their own passions or their own kind of entrepreneurial bent to take over and let that lead them. They also may not have had – in the case of Rick and Mary -- enough community rootedness to know how to act in those ways that you don't even think about it, you're a part of that community, and you can know which networks to activate in order to get*		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** ▪ I could piggyback on that by saying that that's why BMW worked so well, because they were rooted in that community and they understood it. And so they could look at the guide and say, 'This won't work with the people I'm working with.' You're right, I don't think Swain County, they were following a directory *Making THE NET Work]* that they didn't know how to modify to make work for them. But BMW did, and that's why we used them as an example. When they would come back and say, 'We had a meeting, and we didn't do it exactly like this,' and Debby would go, 'What do you mean, you didn't do it exactly like this; this is what I wanted.' And they'd say, 'But it worked better when we did it like this.' And that's because they knew their community, they knew their constituents, and they knew what would work there. ▪ Well, you weren't taking an artificial situation and imposing it on a community, you were building from the community. I think we've learned that, in doing this, you have to have a small organization where everyone communicates within the org. and they have that freedom and flexibility, because they're so rooted in the community. You're not superimposing an artificial model onto a community.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** ▪ The only thing I think that could go wrong, and I think what you've said is terribly important, someone may well recognize the things that worked, and the things they know they can do, but you can also sometimes not be sure what your very next action should be, because of other things. The classic example of having a desk full of junk, staring at it and almost panicking over what do you do next, and you end playing [computer games], because you just don't know what to do. Particularly when you know that in fifteen minutes, you've got to be in a meeting, so you can't start something. You can have a sense of what you want to do and how you really do get those four or five things you planned on doing this morning, versus being in a situation where you are literally out of control, because either other people are imposing on you, things happened that you hadn't expected, or, you can be so overwhelmed with the complexity or the scope of what you're about to try to do, you're not sure how to take the first step. When it's a matter of soliciting possible targets, how do you do that? Now, I guess sales people figure out 'Well, if I can make five phone calls, I make five phone calls,' but my reaction would be 'I've gotta sit down and think through how I'm gonna do this,' and I could see freezing up for quite some time thinking of how I'm gonna		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Cont'd.** take that step, even though I really know what I need to do, because I may just not have done it enough, I may not have seen someone do this, even though it's a fairly well-defined project. ▪ But we were helping them with those steps, we didn't just throw them out there. I was in communication, and talking to them and helping them to understand the process. What did happen, though, was the conflict of saying 'Okay, as I identify the constituents I need to work with, are they in conflict with my host organization?' That would cause conflict in your mind, especially for a place like Rocky Mount. They deal with specific organizations at different levels. Now if I go in and bring in a whole new host of orgs... What that NETworker had to do was figure out how to use the orgs. that Rocky Mount worked with, to fit into the NETworker project. That's the difference, as opposed to, if we said the organization you need to work with looked like x, y, z. What they needed to do was say, 'I can't go out, I need to work with so-and-so.' But they had a whole host of orgs. that they worked with around family issues. So you needed to make those orgs. fit into the realm of the work of the community NETworker project.		

RLF 10: Project Coordinator #1, Glenda Robinson, Project Coordinator #2, Janet Miller, Project Evaluator, Michael Hawthorne. Source: Interview, 8/12/98.

SHORT VERSION

		Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Wider Objectives		*Early in the project people thought they were implementing different things.*	▪ The NETworkers' role was isolated within their orgs. ▪ They got bogged down with other responsibilities at their orgs. ▪ Spent most of their time fighting fires.		
		Not much happened early in the project.	▪ [Project creator] Debby was burned out with the project and was negative about some of the sites. ▪ Sites chosen weren't the best to work with, esp Swain County, where there was no minority participation and a change of leadership at the state level. ▪ The ideas of the local sites conflicted with Debby's vision. ▪ Difficult dynamics because some host org. people were in NCx board.		
		The biggest tensions and misunderstandings were...?	▪ Project coordinators negotiated, brokered between Debby and the local sites. They were the 'peacemakers.' ▪ Debby had strong convictions about what was expected. She had one vision but knew the local sites needed freedom and had internal crises when sites didn't follow the vision.		
		What issues was the second project coordinator confronted with	▪ b community groups.	The pressure from Debby was especially intense when quarterly reports [from NCx to the Dept. of Commerce] were due. She [Debby] would be completely disconnected from the project for a month or two, up to three months, doing other things. [She] would keep check, but not focus on it. And then all of a sudden she would decide that	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** • [Greensboro NW] Jill felt pulled in two different directions trying to integrate 2 visions for the project. • The coordinator could meet with the NETworkers but had not power to control their local activities. This was a problem at all sites but it was more intense at certain sites because of personalities involved.	**Cont'd.** something was an emergency issue, and she would start on the quarterly [report and feel] that this wasn't going right and would become so overly emotional about it that she would call and discuss how things were going with the NETworkers, or put a lot of pressure on them, and take things out of context, and blow things out of proportion.	
	Greensboro	• There was a lack of coordination between the NETworker and the host site director. The NETworker got mixed signals and never reconciled her dual responsibilities. • The NETworker [Jill] needed more freedom, ownership, and control over the computer center. She was not well-treated and eventually became very alienated. • There were significant communication issues between Debby and [Self-Help Executive Director Miller]. There were also issues with the chain of command among Jill-[Greensboro Self-Help Director] Sarah, and Miller.		
	Rocky Mount Rocky Mount NETworker Mary's work plan was developed through meetings with local coordinator Pat, Janet and Mary. The local advisory board believed the project was supposed to have a broader local impact.	The Rocky Mount NETworkers never worked with groups outside of those affiliated with DEPC [the host org.].		
	Swain The NETworker expressed he had very little help	• He has received almost no support, and he does not have the type of		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	*from the state level of his organization.*	**Cont'd.** personality to go out and develop relationships. ■ The project was negotiated at the state level of the Extension Service and then assigned to the local office. ■ The local executive director focused on business and economic development to the exclusion of community issues that were important to Debby. This became a big source of contention. ■ The NETworker also felt limited in the services he could provide because of community pressure to stay out of competition with local for-profit orgs.		
		■ A major problem was that Debby originally negotiated the project with top management of the host orgs. because of the significant matching dollars required. Once the grant was made, local supervision was passed along to someone else in the org. The exception to this was BMW, a highly decentralized org. in which the NETworker had a lot of management control and is the son of the director. ■ Host sites were chosen because they could provide matching dollars, not because they were a perfect fit with the project design. ■ Debby was sometimes inconsistent from one meeting to the next. ■ When things didn't work well, people became disconnected from the project rather than working through the problems.		It was expected that the NETworkers would be welcomed into the host orgs. as a new resource and that the majority of their direction would come through training and guidance from NCx.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** ▪ A timing lapse [March to September 1995] between when the project was started and funded caused problems. ▪ In some ways, I see it that you have the initial vision or concept for the project, that was kind of the grand overview of what you wanted to do. Then, [with] the orgs. that you had to work with after the constraints of finding people who could financially afford to participate in the grant, and then fitting all those little square pegs into the round holes and banging them in, you come up with what was the achievable vision, what could <u>actually</u> be realistically accomplished by these particular orgs., with this particular grant structure. That, I think, is very different from the initial vision that came out of the whole planning process, that they wanted to go after this grant to do. ▪ Debby and I spent a lot of time with our contact person once the funds were delivered, explaining this project, long before anyone was hired. The definition of the NETworker's job <u>was</u> spelled out, and it was clear as to what their role was supposed to be within the organization. What happened along the way, though, was the host orgs, after getting this person on board, set their own agendas as to what they would like to see happen.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** ■ Early on, territorial issues started coming up between the host organization and NC-Exchange. Both the host orgs. and NCx wanted to have ownership of the NETworkers. ■ The NETworkers were exploited by the host orgs., esp. to help them with computer technical problems. ■ We found, with the exception of BMW, that, at the very end of it, that some of the upper management individuals had different visions or different ideas for what was going on with the project. And that those have never really been reconciled, that there was never identifying where the communication gaps took place, or where those happened. ■ Hard to tell whether it might have helped to have the NETworker not be an employee of the local host org.		
Immediate Objectives	*What did you use, originally, to inform yourself about what the NETworker would be?*	■ First read the grant proposal, and used it to form NETworker job descriptions and the local work plans. ■ Right away, conflicts developed between the NETworkers and the host orgs. [with the exception of BMW] over the issue 'Who do you work for?' ■ It took about 12 months to develop a better understanding of the role of the NETworker. ■ The NETworkers' job descriptions were slightly different depending on local conditions – for example, there were 2 NETworkers in BMW.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** • The NETworkers had a difficult time trying to juggle between satisfying the organization's needs and satisfying the project needs. Local people understood what the project was supposed to do, but they had to be convinced to follow the model.		
	Did the role of the NETworker change much? What was pulling them off track?	• Project coordinator sat down with each org. and used *Making the Net Work* and the proposal to develop the work plans. • Project coordinator constantly struggled to keep them on track. • Things may have worked better if the NETworkers had been employees of NCx and then placed at the host orgs. • The local environments and working in another org. took them off track. • Technical problems also took up a lot of time.		
	There were problems with the assessment process?	The process was modified based on the experience of the BMW NETworkers.		
	How did the NETworkers see their subject position?	NETworkers were caught between the host orgs. and NCx. They were torn, had divided obligations. The first Rocky Mount NETworker quit because she was overwhelmed with these issues. The first Swain Co. NETworker saw herself as a committed member of her community, but not serving low income constituents.		
		• Should make sure, in the hiring process, that NETworkers aren't people for whom you are 'satisficing.'		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** • Should also recognize that some skills can be attained through proper training, esp. tech skills. • NETworkers and/or host orgs. have to have grassroots connections or the ability to work with people at the grassroots level. • There were conflicts in the hiring process because host orgs, had final say in who was hired.		
	Does the project ask NETworkers to do too much?	• The project didn't, but placing them in a host org. that placed other demands on them was too much. • It was a tough position because the NETworkers had both implementation and administrative tasks. They could have used administrative help. They also had the added pressure of organizational problems.	The project coordinator and the evaluator closely monitored 'pretty much everything the NETworkers did.	
	Greensboro	• Community people don't see Self-Help as a grassroots org. • NETworker had 2 full-time jobs: running the computer center and managing the NETworker Project.		
	Rocky Mount	• DEPC executive director has trouble fitting in culturally with the community. • She also has issues collaborating – it's 'their way or the highway.' • The DEPC staff, on the other hand, is quite community-based.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	**BMW**	The Robinson family [Three of the six BMW staff members] have been in the area for several generations.		
	Swain County	There were many cultural issues in this area that impede a government funded, grassroots project. Even though they want economic growth in the county, they don't agree with Debby's approach.		
		• The most successful host org. would have a broad issue orientation, an ideological compatibility with grassroots economic and community development, a deep connection to the local community, and a commitment to follow the project model. • Each site used the NETworker in important ways, but BMW benefited the most and was an ideal model. • Enthusiasm is not a good predictor of project success. • BMW and Greensboro provide an interesting contrast: community connections are at least as important as financial resources.		
	How was reporting done?		The NETworkers were originally reporting each quarter via an online template. This was eventually discontinued, although quarterly reports continued. The project coordinator drafted quarterly reports to the Dept. of Commerce, and Debby would complete them. Because this was a demonstration project, everyone wanted detailed information.	

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	*How did each site fall on a local control versus following the model scale?*	BMW was balanced. Greensboro tried hard to balance. Swain was trying to follow the model, but they misunderstood what the model was supposed to look like. Rocky Mount was focused on the host organization and its internal needs. The NETworker was trying to follow the model but couldn't because of other expectations held by the executive director.		
		• The host orgs. saw this project as an opportunity to get money and a skilled staff person. They agreed to the project during the grant writing process, but they were never completely clear on what would be expected of them during implementation, and what the exact role of the NETworker would be. • There needed to be better alignment with the constituents the project was seeking to serve and the constituents served by the host orgs. [with the exception of BMW]. • The need for matching funds skewed where the project was implemented.		
		Not having computer equipment to distribute significantly hampered the project everywhere but in Greensboro.		
Outputs				

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities		**Inputs and Indicators** • Even thought the NETworkers had work plans, they didn't know how to implement them. They didn't know how to organize their activities. • They understood what their goals were or what they were seeking to accomplish, but when they were always distracted by other issues. They had difficulties translating their goals and their work plans into a specific set of day-to-day activities. • Problems were: they struggled with conflicting expectations from NCx and the host orgs., they had no job-specific role models to emulate, they didn't have enough community rootedness. • BMW worked well because they realized which activities would work and which would not work in their community. Also, they ignored Debby's desires to follow the model exactly. • This project is about building upon activities, interactions and communication patterns that are already taking place within orgs. and communities. It is best to have a small org. where everyone communicates within the org. and they have that freedom and flexibility, because they're so rooted in the community. You're not superimposing an artificial model onto a community.		

RLF 11: Greensboro NETworker, Jill Richards. Source: Interview, 15/7/97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To get people to think digitally.	Community residents go online for information or to interact and cooperate.	▪ Interactions with clients ▪ Tracking of visitors to the compute center.	▪ Training will help people overcome frustration and fear of computers.
	To create new, active collaborations among organizations.		Informal reports from members of the Advisory Board	▪ People will share information. ▪ People will actively collaborate.
	Consensus-building around a flexible vision of the future.			▪ People will see into the future. ▪ People will be flexible and fluid in their goal setting and consensus-building.
	Participating in a research project.	Using certain methodologies to get results.	It's hard to track.	NC-Exchange has to stay within the confines of their grant. They have a narrow scope.
Immediate Objectives	▪ To present the NETworker project to the community. ▪ To be an Internet coach.	If the goal is defined as simply as possible, then the flexibility [in getting to the end result] is built in.	Press reports about the project and the computer networking center.	Target groups may be slow to work with.
	Integrating, merging the views of Self Help (high-volume training center) and NC-Exchange (10-15 groups, intensive, strategic training) during her work for the NETworker project			I have enough intelligence and sense to merge those two [things] together.
	▪ To help people overcome their fear of, and frustration with, computer technology. ▪ Finding ways to relate technology to peoples' lives. ▪ To get people to change their daily routine by using online technologies.	▪ Reports of less fear and frustration by clients. ▪ Finding a teachable moment when working with clients so that using the Internet means something to them and they continue to use it.	▪ Tracking of visitors to the computer center by the NETworker. ▪ Informal reports by target groups. ▪ Using a one-page evaluation form to monitor basic introduction to Internet classes.	There will be no serious technical problems with the computer center.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	▪ To do an meaningful needs assessment for groups focusing on how they can make computers work for them. ▪ To assess all of a group's needs as they relate to communication and collaboration with others and also being visible to the world.	Groups are able to do more meaningful work with the computer.		
	▪ To create a collaborative environment. ▪ To get people to find and share information. ▪ To build camaraderie among target groups.	Groups having and using new relationships.		▪ Target groups will be recruited simultaneously and stay remain with the project. ▪ People will have an open mind about sharing information.
	▪ To reduce duplication of community services. ▪ To develop Guilford Online (community internet service). ▪ To reduce travel needs through desktop videoconferencing.			
	To build collaboration among other NETworkers.			
Outputs	▪ Use of email and Internet by clients of the computer center. ▪ Use of desktop video. ▪ Customized needs assessment for clients. ▪ MOUs with partners. ▪ Trained volunteers.		▪ Monitoring of skill development among clients. ▪ Self reports of clients and target groups.	☐ Access to working computers. ☐ Interested, available volunteers.
Activities	Orientation 1. Discuss/establish with host org. director general work guidelines pertinent to the NETworker [computer] center.	**Inputs and Indicators** ▪ Training by NCx. ▪ Explanations of community development from the host site director.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	2. Meet with project director to discuss general guidelines, expectations and status of the project. 3. Establish local advisory committee according to grant guidelines. 4. Gather lists and prepare databases of potential local clients and volunteers. 5. Prepare and mail letters of introduction about the project to the nonprofit and small business community of the local county. 6. Training by NCx and other NETworkers. 7. Review previous training materials and the *Making the Net Work* guide. Assessment and Planning 1. Convene local advisory board. Outline the role of the board, plan quarterly meetings and develop work plan and guidelines for the NETworker. 2. Assess existing local information and technical assistance resources. 3. Identify potential local support orgs. that have computer hardware, training, and expertise to become resources for others. 4. Identify, with the assistance of the host org. director and the advisory board, local project partners based on interest, diversity, the presence of well-defined goals, and understanding of the project. 5. Identify information and communication needs that networking can address using the needs assessments in the *Making the Net Work* guide. 6. Develop a customized work plan for each local partner based on the partner's mission statement of business plan.	**Inputs and Indicators cont'd.** • Space for a computer networking center in the host building. • Volunteers recruited by the NETworker.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	7. Identify common issues and opportunities for collaboration and training for local partners. 8. Develop community-wide work plan that includes the partner needs and goals, proposed schedule for review by the host org., NCx, and the local advisory board. Service Delivery 1. Work on an ongoing basis with partners to achieve identified strategies. 2. Assign ISP accounts to partners as needed, copies to NCx. 3. Find online resources and disseminate findings to partners not yet online. 4. Provide consultation to groups already online and newly online to ensure that they apply networking to their work. 5. Locate/screen computer volunteers to assign as mentors to partners and in NETworker center who can offer technical assistance and/or troubleshoot. 6. Develop and conduct a standard training class for volunteers that act as 'Net coaches' in the NETworker center. 7. Conduct training for partners. 8. Conduct general/introductory training for additional nonprofit orgs. and small businesses in the county. 9. Establish and maintain 'walk in' schedule in NETworker center for use by partners and like orgs. to use independently or with guidance/assistance from NETworker, interns, and/or volunteers. 10. Develop and conduct public demonstrations of electronic networking to raise awareness of networking benefits.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	11. Advise local advisory committee on progress of the project activities. 12. Revise each partner's workplan as needed. 13. Network with other Community NETworkers about info discovered online as shared resources to avoid duplication. Other 1. Establish and maintain web site for the host org. NETworker center. 2. Participate and collaborate with state and national community networking groups and orgs. 3. Provide individual staff technical assistance as time/expertise allow. 4. Inventory existing hardware/software in NETworker center. 5. Access and recommend additional software and hardware needs for NETworker center. 6. Develop and maintain collaboration with other area community networking projects. 7. Research and experiment with new online software and/or technologies to determine usefulness in community networking. 8. Enroll in computer classes/workshops and attend conferences to increase awareness and knowledge base. 9. Access computer and online periodicals to keep current on trends and issues. 10. Develop and maintain print and electronic media library as a resource to partners, volunteers, and potential clients.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	❑ I don't know. ❑ At the beginning it was a meshing of what everyone's perception was and trying to get started....you know, the actual, 'What am I supposed to do?' ❑ I think in the beginning and still a little bit today, I've felt pulled between management by NCx and my host org. ❑ [There] was a time when there was a pull between management from the host org. and NCx because the host wanted me to send out a lot of letters to groups, 500+, and NCx felt like that's not the way they wanted to do the NETworker project. So what do you do? You do what your host org. wants you to do. ❑ Integrate two visions for the project: the host org.'s Networking Center (drop-in users) and the NETworker model (serving target groups).	❑ The perceptions ended up matching... [but] it was still a learning experience. ❑ It took a while for the flexibility to come in. My perception of what happened with the project creator is this was her baby and the things that were in place became flexible because she saw she needed to give up the ownership. ❑ I think there needed to be more dialogue. In general there needs to be more dialogue between the host organization and NCx as far as what was expected from me. How can we merge our vision of the Center with your Networker Project? I think there needed to be more dialogue on some level with somebody. I don't think NC Exchange felt comfortable managing us specifically. That's why we were given a lot of flexibility because they knew we had to answer to host organizations also. And we did have other duties. I mean I know that other NETworkers have other duties. ❑ I had to merge the two or see how they fit together. Or maybe they are separate and I am just juggling both. ❑ If I had one thing I'd do different it would be to try to be more focused and more organized as far as the NETworker project, but I felt pulled. ❑ In all fairness, the future of the local computer center didn't have to be based on the NETworker project work.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	▪ A documentation project. ▪ Project as a learning experience.	☐ Hard to quantify. ☐ The project has demonstrated the need for the NETworker to be as non-partisan as possible, not affiliated with a group that has their own mission, unless it would be something like telecommunications issues. ☐ The management style allowed us to be flexible enough that someone can have that input to change something cumbersome into something easy for her and as it turned out, for another NETworker.	☐ Not given any instructions on how to keep up with the project's progress. ☐ Needed clerical help documenting the project. ☐ At first, monthly reports from the NETworkers, using a template on the web, but later changed to a looser style because NCx wasn't getting the info they wanted. Some constraints or mandates on how things should be reported or logged, you know, kept count of, would have been beneficial, at least for me. ☐ I could have done a better job providing the project with tangible pieces of paper for tangible reports.	Could use volunteers to help with documentation, but their schedules aren't very flexible.
Immediate Objectives	▪ Provide computer networking center for the community. ▪ Build excitement in using telecommunications technologies among novice users.	▪ Number of new users trained. ▪ Number of drop-ins at the computer center. ▪ Self-reported excitement of users. ▪ Number of web pages designed. ▪ However, no one ever told me I had a quota to meet. ▪ [In a perfect world] I wouldn't set up a center. It doesn't thrill me to run this center. Like I said I work better on an individual basis. I would much rather go to an after-school program and work with a couple of staff people to train them so they could train the kids or - they knew everything that I knew (laughs) as far as being able to dial up and you know, making sure they are online.	▪ Sign-in logs of users. ▪ Newspaper articles about the project. ▪ Don't exactly know how to quantify.	▪ State agencies would release necessary matching money. ▪ Individuals would see the need for the computer center and would respond to newspaper publicity.

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Provide information brokering services to groups in the community.	I like doing the information brokering. And if I could figure out a way I could sit at a computer and people would come to me to find information that's what I would do.		
	Provide free or low-cost, strategic technology assistance to community groups.	☐ Very hard to measure, especially down the line impact on the community. ☐ I feel like groups have been brought into the 1990s. Groups that otherwise might not be online are, and larger groups have trained staff who can help other orgs. and individuals.	I don't know how to quantify except there's increased demand for my services.	The host organization would be correctly positioned to serve community groups.
	To work with advisory board to make the project more sensitive to local needs.	The board was inactive.		
Outputs	☐ Functioning computer technology center. ☐ Trained new computer users from target groups and the general community. ☐ New or revised web sites for groups. ☐ Volunteers to assist with computer training and running the computer center.			☐ Groups willing to commit time or having time to commit to the project. ☐ Volunteers would be available and flexible.
Activities	▪ To select a range of target groups across the community and provide training and strategic assessment of technology needs. ▪ Develop comprehensive Internet plans for target groups.	**Inputs and Indicators** ☐ Rules for defining and selecting target groups changed mid-stream. ☐ The [assessment] worksheets were very cumbersome for me. From host org.: ☐ Space for a technology center. ☐ Technical assistance. From NCx: ☐ Research and general support. ☐ Assistance with reporting. ☐ Learning from the other NETworkers.		▪ Target groups would see the need for the project and have access to computers at their offices. ▪ Target groups would have basic computer and management skills. ▪ Once selected, groups would stay with the project to the end.

RLF 13: Swain County NETworker #2, Rick Watson. Source: Interview, 14/11//97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To help improve and affect communities using the information and communications technologies.			
	To get the general goals of the NETworker project and apply them in specific ways to the community and sort of focus on specific areas they believe the community could benefit.			
	To help small businesses, some Mom & Pop businesses or crafters to publicize what they do and what products they offer and help get up a larger market for their products and services.			
	Give participants exposure to the technology and what it can do and how it can benefit their organization. And they can get that information and decide how they want to use the technology in their business.	People overcome fear of, or hesitation to use, technology.		
Immediate Objectives	Training participants about the Internet and how to use it in their business.			
	To help participants go out and train others to use the Internet.			
	To help groups come up with uses for telecommunications technology that they haven't thought of.			
	To help groups develop a plan to make effective use of telecommunications technology.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs	3 to 5 participant groups that use communications more effectively.			
Activities	▪ Recruiting initial participants. ▪ To sit down with 3 to 5 groups and assess what communications capabilities they have now and what they are interested in doing or what they are interested in getting out of the project. [Then I'll] just sort of go from there. It will probably be different for each organization.	**Inputs and Indicators** Assistance, guidance, training from NCx.		

RLF 14: Swain County NETworker #2, Rick Watson. Source: Interview, 1/12/98.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To help communities communicate with each other and share ideas or share activities that they've done, [ones] that have really made a difference in their community.	☐ [Participants are] able to effectively use the technology to do what they what and to also be able to show others, to pass on the knowledge to others. ☐ It seems like in the initial project design they wanted, within 2 years, [for] communities to go from initial use [of technology] up to the organizations participating in teaching others how to use [it]. And I think it probably takes longer for the initial target groups to learn to use the technology and e comfortable with it before they can pass the knowledge on to others.		
	To be a technology consultant available to low-resource organizations who can assess their needs and help them find ways of using technology to meet their needs.	☐ People in the community who are trained to use technology. ☐ Increased technology awareness.	Reports given at meetings with other NETworkers and NCx.	
	It was sort of amazing how [the project] started off and how much it has changed since its original inception. It seems like each of the sites has taken a part of the whole project and focused on that when, as I understand it, we originally started off doing the basically the same things and it has turned out that each site is doing something different, working within the whole common project.	[In] getting target groups through the assessment process [the NETworkers] realize[d] that the process that was originally laid out just wasn't working well. And I guess that's when the sites started to diverge [and start] doing their own thing....I got the impression that the model was hanging, sort of slowing down the process of working with target groups, and it seemed like the sites were getting bogged down and by just ignoring those steps it helped them move along faster and do more of what the project was intended to do.		

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	Seeing opportunities and changing the project to match the community.			
	I know when I first started it was my impression that I was to deal almost strictly with small businesses in the community and that was more what [the host] was wanting instead of what the project was meant to do.	□ I think to some degree there hasn't been an exact fit between the host org. and the NETworker project. □ It's been difficult at times to balance the two [approaches].		
	It took me probably [six months] to figure out exactly what the project was trying to do…It was really confusing when I first started. [Since then] I've been able to do more work that's consistent with the goals of the project.		In the beginning it was sort of difficult for me to learn to ask questions – to learn enough about the goals of the project…to know what to ask questions about.	
Immediate Objectives	□ Trying to add additional groups [community groups or nonprofits], get them hooked up to the Internet, and doing web pages, because that seems to be what they're most interested in. □ To help business groups do web sites, mainly for marketing purposes.	Having a functioning web site.		There would be community groups and nonprofits in the area and they would be interested in participating in the project.
	Working with the Advisory Board.	The board has been non-functional. I think in general they understood the what [the project's] goals were. They basically didn't understand the implementation.		
	Minor responsibilities: □ Helping people who are starting small business find information on things like start-up funding. □ Helping the host org. director coordinate the activities of 4 local community development clubs.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Training participants to: ☐ use the Internet to find information. ☐ put the technology to use in their org.			Groups have time to use the Internet the technology where it is convenient for them to use.
Outputs	☐ Web pages. ☐ Trained people.			
Activities	☐ Helping a group of day care centers set up their computers and using educational software. ☐ Helping people in the host org. office with computer problems, both with the office computers and with personal computers. ☐ Overall, work has been 2/3 functional assistance and 1/3 technical assistance.	**Inputs and Indicators** ☐ NCx keep s the project together. ☐ Information sharing among the NETworkers. ☐ Not given a lot of support or encouragement at the state level of the host org.		

RLF 15: Rocky Mount NETworker #1, Caroline James. Sources: Interview 8/7/97, and work plan submitted to NCx 1/98.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Help children and families in two-county service area to improve quality of life.			
	To test the model of the project = to determine the best way to get community networking started and implemented.	Sharing info among the other NETworkers.	Instead of using detailed forms, just do an interview…just talk about it and tape it and then write a narrative about it.	People are willing to network.
	Teaching groups how to access and share information and to grow from that experience.			
	To help foster collaboration among organizations in the two counties.	Good,		Community groups are concerned with turf issues.
	To eliminate the barriers to information and exchange of info for children and families.			
	☐ I think the goals of the NCx project and the host fit nicely together. [They both deal with] info and exchange. ☐ I think [the project creator] sometimes has quite a different vision or a different perception of how things should happen, and that has been frustrating for me and has been for others.	A part [of my work] is getting her to understand that in the end it is all going to be okay, but it's just that we're all very different and you cannot compare.		
Immediate Objectives	To help partners (groups that are tied to host org.) get on-line and get computer training.	Even if sometimes it appears that nothing is happening, there is a lot actually happening.	Talking to people.	Organizations will have access to (or soon get access to) computer hardware.
	To provide a public access point for people without Internet access, or to provide information brokering (finding and giving information) to people who don't have access or the appropriate skills.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	To help people from feeling intimidated by technology.			
	☐ To broker information for people. ☐ To establish a Parent Information Center where local citizens can learn about family and child care issues.	☐ Giving people specific information that they can act on. ☐ Diminishing this service over time as groups become more self-sufficient.		
	☐ To establish a web site for the host org. ☐ To get the staff of the host organization to use email and the Internet.			
	☐ To learn about the host organization and its many activities. ☐ To learn about the nonprofit sector. ☐ To learn about community networking.			
	To formulate an acceptable work plan for the project.	It's extremely frustrating at this level to know that you are really working hard but the person is in charge of you project doesn't think things are happening fast enough.	Approval of the host site director and the project director.	
	☐ To take participants through the needs assessment process and follow the steps outlined in the manual. We were told in our training that this was pretty much like our bible and we needed to adhere to it. ☐ To completely understand what it is [the participants] are really about, to sit back and examine what their project or program is. ☐ To understand what electronic networking is, the means to get there, and its value. ☐ To expose people to electronic networking, even if they can't use it immediately.	The language on the forms is a little to elevated. It's too formal.	☐ I really would just like to get rid of the forms and even if you just do an interview and just talk about it and tape it and then write down a narrative about it. Because if you have that one-to-one interaction I think you will get a lot farther. ☐ As far as the written forms, this is probably just because this is a grant and they have to have some kind of written information to support what is going on. But certainly I think it could be done in a different format.	This is the real world and here at the community level people are short on time, so they are not going to do a lot of what you ask them to do.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Going to a lot of meetings to explain and build interest in the project.	Excitement and acceptance among target groups and members of the community.		
	To collaborate with the other NETworkers.			
Outputs	☐ A web site for the host organization. ☐ Trainings for host org. staff members and associates who have web access. ☐ Information brokering for staff members and associates without web access. ☐ Needs assessments for partners. ☐ Work plan for project. ☐ Parent Information Center. ☐ Public access computer site within the Parent Information Center.		☐ Interviews of partners. ☐ Approved work plan. ☐ The presence of a Parent Information Center that meets the needs of the host org.	People will commit time to the project.
Activities	Orientation – General Tasks 1. Meet with host org. director and/or designee to establish work guidelines. 2. Secure MOU to be signed by host org. executive director and NCx which outlines the respective roles and responsibilities. 3. Plan local visit of NCx program manager. 4. Submit CoastalNet application for free ISP account; obtain email address. 5. Prepare program budget for host org. board approval. 6. Establish local advisory committee according to grant guidelines: outline role of LAC, mail first correspondence to members, plan quarterly meetings, provide agenda and meeting calendar to NCx for inclusion.	**Inputs and Indicators** ☐ Training from NCx. ☐ Ongoing guidance and mediation from project director.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	7. Submit job description to host. 8. Meet with NCx for 3 day training: Basics of Networking; Introduction to Community Economic Development; Introduction to Online Research Techniques. 9. Review training materials. 10. Resubmit CoastalNet application for free ISP account; obtain email address. **Assessment and Planning** 1. Convene the local advisory committee and develop operational guidelines. 2. Assess existing local information and technical assistance resources. 3. Identify potential local support orgs. that have computer hardware and expertise to become resources for others. * 4. Identify (with consultation) project partners (end users) based on interest, diversity, the presence of well-defined goals, and understanding of the NETworker role. 5. Identify partner liaisons who will work with NETworker throughout demonstration. 6. Use NCx's publication, *Making the Net Work*, to help each partner identify information and communication needs which networking can address. 7. Develop a customized workplan for each partner based on the partner's mission statement or business plan. 8. Identify common issues and opportunities for collaboration among partners.	**Inputs and Indicators cont'd.**		* 4. Project partners include the host org. staff, host org. building tenants, agencies and organizations funded by the host org., the host org.'s board of directors, and a group of community fellows affiliated with the host org.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	9. Produce community-wide workpplan which includes partner goals and proposed rotation schedule for review by host org., NCx and local advisory committee. Service Delivery 1. Work on an ongoing basis with partners to achieve identified strategies. 2. Assign ISP accounts, using CoastalNet, to partners to as needed; fax NCx copies of applications. 3. Find online resources and disseminate them to partners not yet online. 4. Provide consultation to groups already online and to 'new groups' to ensure that they apply networking to their work. 5. Locate/screen computer volunteers to assign as mentors to partners who can offer technical assistance and/or troubleshooting. 6. Conduct training for partner orgs. and their staffs. 7. Conduct public demonstrations of electronic networking to raise awareness of networking benefits. 8. Advise local advisory committee on progress of the demonstration. 9. Revise the workplan for each partner as needed. 10. Network with other Community NETworkers information discovered online as a shared resource to avoid duplication.	**Inputs and Indicators cont'd.**		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	Other 1. Establish and maintain host org web site; work with designers; secure volunteer to assist with technical aspect of website design; explore availability of servers; cost out to determine which one will meet host org. needs. 2. Provide individual staff technical assistance as time/expertise allow. 3. Coordinate/schedule staff computer needs with computer consultant. 4. Inventory existing software/hardware in host org. building. 5. Assess staff computer training needs. 6. Develop systematic approach for staff development in area of computer training at various skill levels; use both staff and outside resources to conduct training. 7. Assess software/hardware needs. 8. Update software licensures. 9. Evaluate current ISP accounts to determine cost effectiveness, etc. 10. Explore cost effectiveness of accessing HandsNet online via the Internet vs. direct dial up account. 11. Implement improved security of host org. tape backups. 12. Continue collaborating with other local community networking projects. 13. Complete online searches for staff until staff access to the Internet is available. 14. Continue to enroll in computer classes/workshops and attend conferences to increase awareness and knowledge. 15. Subscribe to computer periodicals to keep abreast of current trends and issues.	**Inputs and Indicators cont'd.**		

RLF 16: Rocky Mount NETworker #2, Mary Pearce. Sources: Interview 13/10/98, and work plan submitted to NCx, 26/1/98.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	☐ Supposed: Help small businesses, local governments and nonprofits develop their technical capacity, esp. related to the Internet. ☐ Actual: Help staff, board and associates of the host org increase their capacity to use computers. ☐ What I interviewed for and what I'm supposed to do are really 2 different things.	☐ Supposed: Having an impact in the community outside the host org. ☐ Actual: The staff is hooked up to and using email and the Internet in a more strategic way.		☐ Will be able to open the project up to groups that aren't affiliated with the host org. ☐ People will show up for trainings and other activities.
	Helping children 0-5 years of age get a healthy start = broad goal of the host org.			
	Increase the host org.'s prominence in the community during its capital campaign by doing a web page.	☐ Increased funding for the host org. ☐ All that's good, but it's not really a part of the project.	Self-sufficiency of host org.	
	I know that [the project creator] and [the host site director] had a miscommunication about what the project was actually supposed to be. The host site director thought it would focus on the host org. and the creator believed it would focus on the community.	I think once I got there it kind of ironed out. Before me there were a million problems. But I never had a problem understanding what [the host] wanted me to do. I never had a problem understanding what NCx wanted me to do. It's just that they never got together…..There was never a meeting of the minds. What [the director and the creator] wanted was just not the same.		
Immediate Objectives	With the host org.: ☐ Training staff and other constituents to use computers, esp. basic skills. ☐ Helping staff and constituents get Internet access.	☐ Number of participants hooked up and trained. ☐ Actual measure of success is different for different people – this is a process and if you move an organization or an individual half a block or 5 or 6 steps then perhaps you've been effective.	It takes an understanding of the people that you're working with.	☐ People will commit the time to computer work. ☐ People will have access to the technology. ☐ The technology will function properly.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	☐ Doing assessments and developing technological work plans for staff and other constituents. ☐ I think if you ask enough questions to find out what the needs are, then you can develop a plan to help them move their goals along….And that's talking with them, finding out what their goals are, where they want to go and how they think they may get there. And then you come up with how technology could help them get some of those goals met.	☐ The first NETworker tried to take the assessment forms that were in that NETworker binder and she tried to work with them. And she caught all the hell because people didn't understand her and they were too long and they just weren't easy to do. And so she got hung up in it and wasn't able to move forward because you can't do a technology plan for someone you haven't assessed.. ☐ I could do absolutely nothing with the [original assessment forms]. So I took the questionnaires and condensed them into something I thought was a little easier for people to understand, and they went really well. ☐ The first meeting I went to I got this notebook and I was blown away. I did not know what I was supposed to do with it. I read through the material and I'm thinking, 'you must be kidding!' Really, I did not understand what I was supposed to do with it. [Although] I found that I learned a lot in the material, I could do nothing with the assessment forms.	You've got to ask them the right questions so you can get the right answers, so you can know what they need, because they can't tell you.	The assessment process would work smoothly.
	Showing people how and where to get specific information from the Internet.	If the information is delivered and meets or exceeds expectations.	You've got to ask [people you're helping] the right questions so you can get the right answers	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	I think honestly that this could have worked if it would have been restructured differently. If we had all worked for NCx, so thereby that would have been our parent org. so we wouldn't answer to these individual entities that we work for, and if we had a set process by which to do this. [A set process means that], just like abstracts work for some people, most people need tasks. So it's almost as if we [needed] an outline for what to do…..The process just gives you a guide to follow that is definable. We were just out there on a 'however you can do it in your community, you just go for it.'	☐ Having information at the 4 sites that [the NETworkers] can share and understand and relate to. ☐ If we had all been paid by NCx then you would have had a more controllable project that wasn't actually run by these host folks who tell you who your audiences are. If that was the case, and this is my opinion only, you may have had a larger impact within the community because you would have reached more people. I'm an employee of the [host], I'm not a NETworker helping the total community.		
	Work with the Advisory Board.	I think we had good communication, I just don't think they ever really knew what their role in life was, and I don't think I ever knew how to communicate what their role in life was….I think they hoped [the project] would do more community stuff because most of my advisors are community-type people. I think they were disappointed that we never got there.		
Outputs	☐ Trained participants in basic computer usage and Internet usage. ☐ Needs assessments. ☐ Web page for the host org. ☐ Public access site in the Parent Information Center.		Counting off trained staff members and associates.	Staff and associates will respond.
Activities	**Assessment and Planning** 1. Determine starting point to complete the workplan.	**Inputs and Indicators** From NCx: Instructional materials, help and support, and mentorship in technical issues.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	2. Convene the local advisory committee and determine agenda, schedules, etc. 3. Assess existing local information and technical assistance resources. 4. Identify potential support orgs. that have computer hardware and expertise to become resources for others. 5. Identify (with consultation) project partners (end users) based on interest, diversity, the presence of well-defined goals, and understanding of the NETworker role. 　- Compile a 1-page information sheet on the NETworker role, goals, purposes. 　- Reevaluate and assess the goals and technology objectives of each individual tenant and support group of the host org. 　- Set up a group demonstration. 　- Follow demo with a survey of needs. 　- Follow survey with individual meetings to redefine purposes and goals. 6. Identify partner liaisons who will work with NETworker throughout demo. 7. Develop a customized workplan for each partner based on the partner's mission statement or business plan. After meeting with tenants and support groups, formalize plans and methods of implementation. 8. Identify common issues and opportunities for collaboration among partners. During and after needs assessment, seek and search for collaborations based on similar goals and needs of tenants and groups.	**Inputs and Indicators cont'd.**		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	9. Produce community-wide workplan which includes partner goals and proposed rotation schedule for review by host org., NCx and local advisory committee. **Service Delivery** 11. Work on an ongoing basis with partners to achieve identified strategies. 12. Assign ISP accounts, using CoastalNet, to partners to as needed; fax NCx copies of applications. 13. Find online resources and disseminate them to partners not yet online. 14. Provide consultation to groups already online and to 'new groups' to ensure that they apply networking to their work. 15. Locate/screen computer volunteers to assign as mentors to partners who can offer technical assistance and/or troubleshooting. 16. Conduct training for partner orgs. and their staffs. 17. Conduct public demonstrations of electronic networking to raise awareness of networking benefits. 18. Advise local advisory committee on progress of the demonstration. 19. Revise the workplan for each partner as needed. 20. Network with other Community NETworkers information discovered online as a shared resource to avoid duplication.	**Inputs and Indicators cont'd.**		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.	**Other** 1. Maintain host org. web site – explore the availability of servers: cost out to determine which one will best fit the host org. 2. Serve on the host org. tech team. 3. Continue ongoing collaboration with other local community networking projects. 4. Complete ongoing searches for staff until staff access to the Internet is available. 5. Continue to enroll in computer classes/workshops and attend conferences to increase awareness and knowledge. 6. Subscribe to computer periodicals to keep abreast of current trends and issues.	**Inputs and Indicators cont'd.**		

RLF 17: BMW CDC NETworker #1, Calvin Robinson. Source: Interview, 9/7/97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To become a conduit for the dissemination of resources and information into the region, and to be a catalyst for economic development in the region, focusing on home ownership, after school programs and job training.			
	To use the project as an opportunity to test whether email and the Internet make rural development work easier.	☐ If the project, or other future projects, become more effective. ☐ Having a more refined, more effective model for the project.	Record what happens and hope someone can learn from it in the future.	
	To develop a network of rural development people and organizations in the region.	Active network generates extra money for computer equipment, new demonstration projects, and new partnerships.		
	To build capacity in grassroots groups through training and support.			
	To change people's perspectives about the usefulness of technology.			
	To become advocates for becoming electronically networked.			
	Three aims: business/economic development, information disseminating/sharing, and having a political presence.			There will be computers available for people to use.
Immediate Objectives	To split the NETworker workload between two staff members.			The non-technical NETworker will become comfortable with the project.
	To minimize driving in the region via technology.	Having more time available in the office.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	To develop a specific networking plan for the host org.			[The project] comes from a really analytical point of view, and a lot of the folks we're dealing with aren't that analytical.
	To link (via computer) the staff of regional organizations with common interests in order to communicate and share information.	How does [NCx] know where I'm supposed to be when I don't even know? Can [they] actually, reasonably tell me where I'm supposed to be?		
	To provide computer training for target groups.			Groups will have access to computers.
	To develop a network among the other CDCs n the region (12 orgs.). This is done through: ☐ Computer training. ☐ Finding funds to get each org. at least one high end computer. ☐ Attracting the resources to do other projects, such as teleconferencing.			☐ Groups will have the time and energy to commit to the project. ☐ Will be able to get everybody on the same page. ☐ Will be able to foster a collaborative mentality that encourages use of technology.
	▪ To use the Internet to find information on other organizations and programs. ▪ Looking for funding, statistical and geographic information. ▪ Also we'll be looking at ways to improve the after school programs, see what other people are doing across the state.			
	☐ To become an advocate for a particular reason why an organization or person should be networked. ☐ To provide motivation for people to use telecommunications resources. ☐ To provide technical assistance when people run into help using computers.	I think that most of the learning will be in the implementation part of the project because they will say 'we understand what everything is, we've got a plan of what we're going to do, so now we've got to get our computer now, you know, what about the computer?' Then you get the technology background and you learn about other stuff like the T1s, the T3s. Then, actually, you go, 'well, I need to find something on		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** something' and they try and they fail, then they call us. So I think that the realization isn't out there yet because they haven't really had a chance to get on and just surf with no real purpose, but when they actually start combining their work with what's on the Net, it will actually start making those connections and kind of change the perspective of people's thoughts and stuff.		
	We've had to deal with the issues of people having expectations: [The project creator] has expectations, other people have expectations, we have other expectations... To be able to have everyone on the same page, I don't know if it's even possible because of people's opinions.	With telecommunications it's like storytelling. Not everybody's gonna get the same thing. It's different because it's all about communication and people perceive things differently.		
	To begin project by doing information brokering for partner groups.			
	To conduct a minimal needs assessment and develop work plans with target groups by learning their missions.		Most of the time I think the assessment thing is to basically just do some honest conversation with them.	
Outputs	☐ Trained people. ☐ An active telecommunications network among regional rural development groups. ☐ On ongoing focus on telecommunications within the host org. ☐ Continuation of the telecom project through additional funds.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities	1. Approved work plan. 2. Approved participant list. 3. Advisory board list. 4. Advisory board meetings [quarterly]. 5. Complete Memorandum of Understanding. 6. Monthly reports. 7. Needs assessments, strategic planning, and implementation for target groups. 8. NETworker trainings.	**Inputs and Indicators** From NCx: ☐ Things to try to deal with problems. ☐ Coordination for the project. ☐ Monitoring, information gathering and dissemination. ☐ Technical training.	NCx can gather and share information among the 4 sites.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To become an advocate in the region for technology.			
	☐ To pursue the project in the spirit of research and demonstration. ☐ To follow the book. ☐ To do the project by the letter.	☐ [We] had to look at what the manual was trying to convey and then try to rework it. ☐ The only reason we're following the book [*Making the Net Work*] is to document that it doesn't work.	☐ Documentation of the project by the NETworker. ☐ NCx asks probing questions that they need in order to get the essence out of what we were doing. They ask just before they turn in their quarterly report [and] they were able to really what was going on at each site.	
	To distribute the capacity to utilize information technology throughout the host org.'s service area – to share the learning.	Grassroots organizations have the ability to use the technology after the project is over.		
	NCx's interpretation of what the NW project was gonna do is different than our interpretation. Our focus is trying to get technology and break it down so the grassroots folk can understand it and use it, whereas [NCx's approach] is more top down where you say, 'I'm giving you a computer, I'm giving you the technology, I'm here,' and you're not really looking at all the other dynamics that make it work	☐ People can have the same vision, but they act on it differently. ☐ Time has sorted it out. ☐ There were no positives or negatives between NCx and the host org. I guess I can't really separate the hosts from me because I was upper management.		
	To work in 3 areas: access, training, and electronic banking.			
	To use technology as a tool and apply it when necessary, not to let the technology run us.			
	To help target groups have more capacity to help their constituents.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	To continue the project with other resources.			
	To move technology into community-based efforts by simultaneously finding resources, conducting training, and developing a plan. There should also be constant handholding, mentorships, and peer group interaction, and the time frame for the process is about 3 years.	It was very unclear trying to make a mission statement on a project that was kind of, it was, unfolding as it went.	Monitoring comes from quarterly reports, which was a problem because the way I do reports isn't filling enough for NCx. After we talked about the stuff we were doing, the essence really started coming out in the conversations, so [they] felt a lot more comfortable about what was really going on....We needed a newspaper writer who can look and see the gems and pull that stuff out.	The appropriate resources (equipment, access, training personnel mentors) exist in the community.
	Because [the project] was so loosely structured, most of the groups would go on doing what they thought, what their interpretation was as far as the work plans that were given....[There wasn't enough communication so that] everybody knew where everybody would want to be.	A lot of the right questions, asked right at the setup and then agreed upon at the startup – parameters – would have been helpful.		
Immediate Objectives	To go through the technology assessments and get the appropriate machinery to the participants. = to get real computer.	☐ We had to struggle to try to meet the goals and try to use the materials they gave us. ☐ Groups getting a computer.	You can't use the book to learn from.	☐ Groups have modern equipment. ☐ Groups that don't can get computers in a reasonable amount of time. ☐ The computers will function properly. ☐ The host will have enough resources to cover the 5 counties in the project.
	Step back and get people used to technology – to do some of the basics until they are comfortable with the technology.			☐ Target groups will be at some common level and thus a universal process can move everyone along at the same pace. ☐ Groups have a desire for, not an aversion to, the technology.
	To get people not only to use, but to integrate, computer technology.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	To find a cost effective way of meeting electronically in order to reduce traveling.			
	To learn how and where to get information.			
	To provide ongoing training through software programs.			
	To work with the advisory board.	Our advisory board, I don't think was beneficial. It got some folks to talk about technology, but I don't think it had an impact.		
Outputs	A dozen organizations that are online and have basic email and Internet training.			
Activities		**Inputs and Indicators** • Money and training from NCx. • Host site added additional money.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Greensboro: □ To work with nonprofits and small businesses, as well as some individuals on a public basis, teaching them how to use the Internet and apply the 4 principles of *Making the Net Work*. □ The role of the NETworker was broad-based, not narrowed to any one particular group such as child care or nonprofits or lenders. □ Merging [the host's] vision – a public access site – with the way that the NETworker project conducted more individualized instruction and help. □ We were all supposed to be technology champions in helping groups in solving their connectivity problems and to show them how to use [technology] effectively as it related to their mission. Once you got up to speed with connectivity and how they could use the technology, then the higher concepts of *Making the Net Work* would come into play.	□ It was just a confusing time, you know, when you come into a new job with a new employer and a grant project, there's a lot of confusion and that continued for a few months in trying to define the role between being a NETworker and being an employee of the host org.....There's a lot to integrate. □ As the two visions merged [the job] became more comfortable....[The host org. director] and [the project creator] allowed me the flexibility to blend those 2 things together. □ I can work with a group, I can show them how to connect to the Internet, I can do this, I can report that I did, but when it's the end of the project everybody wanted to know: how many groups did you help, how many people, what was their constituency and things like that that I was unaware of at the beginning. □ I'd like to know what it was [the project creator] wanted to track. □ [We needed] not only information but a meeting of the minds, so to speak. I think it would have been of great benefit to have all the players at the table....Anybody who has a stake in the project, either because they're giving money, making decisions to spend money, dealing with groups, whatever. Whoever has a stake in the project.	□ I felt like there was data or some info about what we were doing that needed to be defined...that there was some methodology in place that a similar type of data would be gathered at each site for comparison purposes. And I don't know that I was clear on what type of data someone needed to get consistent results. [The results] would vary from site to site, but at the same time there needed to be some control variable. □ The first thing Rocky Mount NW Mary did was to take *Making the Net Work* and make a concise survey form where you did have measurable results. □ If everybody involved in the project on the data level and research level had seen how these groups work, or how many groups, or whatever, then they can determine the data that they want to glean from the project.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	Rocky Mount: ☐ I thought it was going to be a community-based project, helping people do their jobs better, whatever it is they do to help other people. ☐ After I was hired and got into it that focus changed. It wasn't what the grant said necessarily; it was, but only as it related to affiliates of the [host org.], not the community as a whole. ☐ I was implementing the vision of [my host org.], which wasn't really the same I think as the mission of NCx. That never did change. It hasn't changed yet. ☐ I never got on the same page with my host org....They supported the project, but they didn't support the grant as it should have been done.	☐ It's hard to play the middle road because you are answerable to NCx, but yet you are answerable to your host org. and yet you've still got your own job to do. It's hard. ☐ You just would have thought, since we all had the same goal in mind, which was to get technology out in the community, that at some point we'd have been more uniform in our way of doing it. ☐ I agree. If NCx, all 4 host sites, and all 4 NETworkers had ever sat down one time, we could have said, 'This is a statewide project, we're trying to do this, that and the other,' everybody would have been a little clearer about what we were supposed to do.	☐ I've always thought this project was unreal because we've all done it so differently that it's hard to measure. ☐ It's so hard to measure because we don't have a certain set of guidelines we all followed. ☐ We didn't even do simple stuff like: I talked to 15 groups. Out of those 15, 10 of them didn't have the Internet. Now 5 of them do and 3 of those people use it every day.	
	BMW: ☐ To use technology to do community economic development. ☐ The change [for us] wasn't in what our role was but just how we were supposed to perform the role. ☐ To get capacity to grassroots orgs. ☐ Most of the goals were connected [between the host and NCx]. That's why we bought into the project. ☐ The project was evolving at a quicker pace than anybody expected, and then, halfway through the project, there were new concerns interjected in.	☐ We were meeting the things that [the project creator] wanted to see, however we were doing it in a different way. ☐ It's a demonstration. And I don't know how other demonstration projects go, but it's almost like you're trying to think of what might happen but you have no clue what might happen so you just, you have to play it by ear. I guess the key in demonstration projects is that you've to be responsive, and you have to be responsive quickly....you just make a correction right there.	☐ At one point [early in the project] it was like, 'well it seems to me you're [project creator] needing stuff from me that I don't know how to give you.' I said we need to get training. I mentioned to them that I'm not a good reporter. I am maturing now, but I'm sure that I don't give some of our funders all the good stuff they would want because it's a style of reporting that seeks to get that and to evaluate what it is that makes a real impact. ☐ We needed some way to find out how to identify – do you remember they kept asking us to give the goodies... There was no way for us to know what it was she wanted.	Groups had to change their organizational culture so that [using the Internet] could be more accepted .

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	Swain County: ☐ The job description [the host] put out basically said that I would be helping small businesses and local governments with technology issues such as Internet connectivity and using the Internet in what they do. I learned about the NETworker project after I was hired. ☐ Originally, I was implementing the vision of my host org., but I feel that through the project it sort of more integrated the goals that NCx wanted out of the project.	☐ It seemed that a lot of the management of the project was split [at different levels], and it was sort of confusing because I didn't know what they expected or where I fit in. ☐ Yeah, it was really tough on me when the goals of my host org. weren't necessarily matching with what NCx wanted. ☐ We needed to meet with my host org. ☐ The [host] org. [at the state level] didn't know what was going on, and they weren't kept informed as to the progress of the project or anything.		
	Greensboro NW Jill: It was not the grant writer's decision [to have the NETworker hired by NCx and housed by the host org.] The grant writer's decision was to integrate the NETworker not only into the community but with the mission of the host org.	☐ Greensboro NW Jill: If this was the case, and the project went forward in that respect, then what we needed was more open communication, more roundtable discussion between everybody.... Instead of one good airing out – I mean that would certainly help – but I mean plans to have quarterly updates or something fashioned not only for those that are involved on a daily basis but those who have a stake in it. ☐ BMW NW Calvin: Yeah, and that process needs to be a process, not a 3 hour chat. It needs to be a process that builds consensus with everybody. ☐ Rocky Mount NW Mary: I think we'd have been all a little more on the same path, all of us, had we ever had that one good airing out chat, discussion, whatever you want to call it.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.		**Cont'd.** • Swain County NW Rick: I think it would have been best to have 3 or 4 times a year that everybody involved with the project got together.		
	Rocky Mount NW Mary: I've always contended that the NETworkers needed to have been hired by NC-Exchange and we literally just sat somewhere, in somebody else's office. I would sit at the host org., but the host wouldn't pay my salary. And	That way I could have done the grant like it should have been. I think we all would've been able to do it differently because we wouldn't have really been answerable to the host org. They would have literally just hosted us, a place to sit and a computer use.		

Immediate Objectives	To fulfill the role of NETworker successfully.	☐ The things that track our success are:
		  - If the groups we were working with are more ready to embrace technology.
		  - If organizations are more comfortable with technology.
		  - If groups actually use technology, if they use email and they try to look stuff up on the Internet.
		  - There were 'x' number of staff trainings or time spent working on computers = participation hours and numbers of people.
		  - How many of the people who are trained continued using it and maybe learned more on their own.
		  - What kind of interest [in our services] we have generated in the community.
		  - How many groups didn't want to participate and what the barriers [to participation] were.
			I found that there are a lot of people who, while were interested in the Internet, they had so few computer skills, they were more interested in just learning how to type a letter. Or use Excel or use PowerPoint because I need that. I need that to do my job better. So I don't know how you capture that. I don't know how you'd even explain that. But for some people, their basic computer skills were so low that the Internet is like, that's light years away. I can't even cut it on yet. I can't cut the machine on yet. So, and I don't know how to tell you what you mean.	It is hard, maybe impossible, to find one person with the range of skills necessary to be a good NETworker, especially because it is a new position.

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		Cont'd. - How many barriers [to participation] we were able to overcome. - How many technology plans were developed and were they implemented. - If we were customer-driven and customer-oriented, meaning we gave the help the customers needed – like basic computer training – before we gave Internet training. ☐ It is fair to say that we were left to ourselves to define what a NETworker is and to create the position. ☐ In hindsight, key skills to be a successful NETworker are: - being able to relate to others. - being able to present info in ways that other people understand. - having patience to work with people who are learning. - understanding the technical side of computers. - being organized and being able to present info in an organized manner. - being a good teacher. - being empathetic to community issues. - having the characteristics of an entrepreneur. - being flexible – this is the #1 skill.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	.	**Cont'd.** ☐ Rocky Mount NW Mary: I think sometimes our goal is too broad. Because the goal was so broad, we tried to do all those things and we weren't as effective as we could've been. ☐ BMW NW Calvin: I think that's it too because each goal kind of was formed by each organization. ☐ Swain County NW Rick: That might have been why the sites ended up so different because there was one overall sort of goal that wasn't very well defined and we just sort of took that and defined it for each of our communities and host organizations. And that may have been part of the reason it turned out, each site turned out to be different because, we sort of highlighted or sort of took parts of the broad goal and implemented it. ☐ Well there's always going to be a group of people who don't have access to or don't know where resources are for things like technology. So it's always good to have a middle person that can actually do that, be that resource and help these people who may not otherwise have, or take longer to get access to, this type of information. And I think that's our value but, I mean I guess there's just a lot of ways to go about it and I think that what we tried to do was good and I'm sure we helped a lot of people statewide.		

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs	Groups and individuals who have received training in using computers and the Internet. Most importantly, these are people who normally may not have access to this type of help.			
Activities	To follow the steps outlined in the *Making the Net Work* book.	**Inputs and Indicators** **Inputs** ☐ The project format outlined in *Making the Net Work*. ☐ Job description from job advert. ☐ Periodic training from NCx, but it was difficult to know what training was necessary. ☐ Overall guidance and encouragement from NCx. **Indicators** ☐ The book didn't work for any of us. The info in the book was great for people who are at least technical enough to understand it. But it didn't work for us in terms of helping other people get it. ☐ Once you got up to speed with connectivity and how they could use the technology, then the higher concepts of *Making the Net Work* would come into play. ☐ You're asking groups to go through a series of surveys and questionnaires that they really didn't have time for and really weren't interested in. ☐ If we had something realistic, that makes sense, that's easy to follow, if		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.		**Inputs and Indicators cont'd.** Indicators cont'd. we had something like that in the beginning, it would have been a little easier, as opposed to trying to work with a the book that I still don't understand.		
	☐ Although we had to do a work plan at the beginning of the project, none of us felt ready to do it….We were clueless, and you can't do a work plan if you're clueless. ☐ I'm trying to think how we could not have been clueless. I don't know that you could have. It's never been done before, so you're having to do it as you go along. There's no way you could have known at the front end. ☐ All NETworkers had to rework the time line of the work plan.	☐ I'm actually at the point now where I understand what a work plan is and not just laying something out and trying it but to actually put some critical thinking behind it….Due to the training I just had, I'm understanding that a work plan is not just a bunch of lines or saying we're going to do XYZ. You have to really put some critical thought in how you are going to integrate those objectives you are trying to do with this plan and the rest of what's already going on [in your organization]. ☐ I think an outline of the work plan that dealt less with the time line part of it and [focused] on the amount of work or the kind of work we needed to do within 1 ½ or 2 years would have been helpful. ☐ I don't think we could've seen it at the beginning, but as we worked with groups we had to become more flexible. ☐ You have to tweak [the work plan] and analyze it and re-evaluate it. There wasn't any real training in doing that.	Our organization didn't have the culture in place to keep check on our own internal work plans.	

	Project Structure	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.		☐ The work plan doesn't take into consideration your host org. You see, it's strictly for the [NETworker] job, and all of us work for somebody else, which means that there are other responsibilities that come along with being with a host org. that weren't incorporated. So that made it even harder to do the work plan. ☐ I think we needed more guidance in <u>exactly</u> what we needed to do so we'd have a good result, but we needed the flexibility because we all work in different places....That's a fine line. We had the flexibility part. I don't know if we had all the guidance we needed. Guidance isn't the right word. Maybe we didn't have the structure we needed....I guess I felt like when I came to the project I was just out there in the ocean and I was in a boat but I didn't have a paddle, because I had a little bit of structure, bit I didn't have enough to tell me what to do. ☐ Yes they gave us structure, but I don't know if we went into a thorough process of identifying those structures, that they were effective and comfortable for us and for them. ☐ Maybe there should have been a consensus objective, or objectives, that everybody agreed upon that would be a guidance. As long as you get those 3 things that we can look at and that's identified as an indicator of		

	Project Structure	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.		some of those other lists [of things to track] we mentioned. If there had been a handful of those that each group did but have them strategically selected so that they would be indicators. That would have been all the structure we needed. ☐ A good analogy to me is that we were like children or teenagers. We wanted the flexibility but we wanted the comfort of structure.		
	I think because it was a demonstration project it was very insightful of NCx to allow each site and each NETworker to operate as they saw fit.		But it also took away the controls that perhaps they wanted to have on it, as far as gathering data and information how to reconstruct this kind of project in another community.	

RLF 20: Self-Help Branch Office Executive Director, Sarah Lambert. Source: Interview, 15/7/97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To help organizations understand how they work themselves and how they might work better electronically – to find ways that are best tailored to them to do that. To listen and evaluate on the front end.			☐ People can be convinced to commit resources to electronic networking. ☐ These goals fit naturally or are compatible with the overall mission of the host org.
	▪ To meet community access needs. ▪ To help people build their potential by acquiring the asset of access to information.	Drop-in users for the technology center.	Logs and surveys of users.	▪ That the appropriate space will be available for a computer center. ▪ That there will be sufficient demand for downtown computer space.
	I see [the NETworker] as something of a safari guide – somebody who really knows the landscape and really knows where a lot of the good information sites are and who goes out and accompanies a party but finds some new places along the way which she hadn't seen before.			
	To help groups become self-sufficient with regards to their use of technology.	Self-sufficiency among organizations related to finding information electronically.		
	To continue to provide these kinds of services into the future.	This is way too early to pose that this could be a mission of the org., but it's not a great leap to make.	What happens in the NETworker project.	
Immediate Objectives	▪ Original : Use ground-level space in high-profile downtown building to open a community computer technology center. ▪ Revised: Open a smaller center in an eighth-floor space.			▪ The proper space will be available in the host organization's building. ▪ The computer network (equipment) will be set up and function properly. ▪ The upstairs space will attract users.
	Create computer services that are complementary to those of new downtown library.			The library will be willing to co-operate.

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	I have been increasingly impressed with [the project creator's design]. I think she did a really good job designing the project. I think we gave her fits and starts in terms of our delays at the beginning. I think sometimes delays are inevitable. That doesn't mean we had any intention of not pressing forward….I think the [project creator] reacts very strongly to delays, and she may be more concerned than she needs to be.	I feel very strongly that this is going to be a valuable part of the [overall] project and that it's going to be well done. I have no doubts that this is going to end up being great.		
Outputs	▪ 10-15 partner organizations; one or more people trained in each organization. ▪ Technology needs assessments and newly-trained staff in partner organizations. ▪ Community computer technology center with 20 workstations, used for: - Formal training sessions. - Drop-in hours open to the public. -			☐ Advisory board will provide guidance. ☐ Organizations will understand their own missions and be able to connect how electronic networking can help them be more effective.
Activities	To hire a NETworker, and to recruit 10-15 partners (target groups). For these groups the NETworker will perform an evaluation of their needs as an organization and provide one-on-one technology training with at least a couple of people in the organization.	**Inputs and Indicators** From host: Space in building for the computer center, volunteers, technical expertise, and $100,000 cash. From NCx: a real understanding of networking, esp. the kind that's available online.		☐ The local site will be able to make up any delays through advanced organizational capacity. ☐ Appropriate target groups will be available and interested in the project.
	▪ Provide periodic training for other community organizations and drop-in users (non target groups). ▪ To recruit a corps of volunteers to help run the center for these additional users.			

RLF 21: Self-Help Branch Office Executive Director, Sarah Lambert and Greensboro NETworker, Jill Richards. Source: Interview, 30/10/97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Responding to the needs of the community for a computer facility and guidance in the use of online resources.			
	Helping groups become more strategic and effective in their use of the Internet.		The response of the project director = are they doing what they're supposed to.	
	Helping low-resource groups become self-sufficient in their use of online resources.	Hard to measure because constant technology demands constant learning.		
	To change the way an office works = changing the routines of the people in an office.			
Immediate Objectives	Working with low-resource organizations to provide Internet coaching = assistance in searching for information, using online resources.		The response of the project director. She was great on reminding us of our reports and willing to talk to us all individually to find out what was going on.	Most groups will have Internet access at their offices.
	☐ To teach organizations in ways that will help organizations apply their new knowledge strategically and technically. ☐ To help them learn the basics of both computers and the Internet.			
	With any design you have to have an expectation that there will be some details that don't turn out to be just that way in the final implementation, but that the basics are right on target.	☐ The project director knew what was essential to enforce and where she could bend the edges or round off the edges a little bit. I think she had a good sense of the minimum that needed to be done in order to make this a really important body of work. ☐ [The project creator] has shown a lot of flexibility given how close I know she		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		**Cont'd.** is to the work on this project and the pitfalls and the things that have happened.		
	To encourage members of an office to use email.			
Outputs	☐ Memoranda of understanding (MOUs) with target groups. ☐ Theoretical plan for target groups. ☐ Web pages for target groups.			Groups would follow MOU.
Activities	Sending out a mass mailing to attract users to the computer center.	**Inputs and Indicators** Presence of users in the NETworker computer center.		
	☐ Attempted: Conduct technology needs assessments for the target groups following the protocol in *Making the Net Work*. ☐ Actual: Formulate theoretical plans for each of the target groups and to work forward according to that plan.	Clarity, reinforcement and mediation from the project director.	Information-gathering in the worksheets is daunting because these groups have very limited staff and time. The amount of detail is a source of frustration, but the basic design is right on track. And the project director has done a good job mediating the design to produce the kind of info we need in the end.	Target groups' interest will remain throughout project.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Work as part of a demonstration project to test a model.	□ Quality of information collected in the project. □ This is fuzzy, but it was cleared up with the change in project directors.	□ Didn't know exactly which groups to count in the study. □ Evaluation reports, quarterly reports done by the local NETworker. □ Assessment forms. □ Written evaluations of the NETworker by the host site director.	Even though this wasn't a part of the host's historical mission, they could make telecommunications.
	Blend two goals, the NETworker project and a higher-volume public access site.	▪ 10-15 new partner orgs. ▪ Reaching other people who would not otherwise have been reached. ▪ Volume of use of computer technology center = aggregate # of visits. ▪ I feel very satisfied with the way we've combined these 2 concepts. ▪ The NETworker was in the middle on [this issue]. We put her in a unique situation. I would expect that all of the NETworkers were sitting on the fence between their host org and NCx.	Log of users, otherwise, not sure.	□ There would be sufficient public demand for a center in the location offered by the host. □ There would be nonprofit orgs. Interested in being target groups.
	I think that in the original description of the NETworker project we probably were not real specific – and when I say we I mean collectively as the NETworker project – that in our descriptions I felt as though the proposal still had an element of vagueness that [made it] really hard to pinpoint exactly what a person would be doing, and it may be that that left a variety of interpretations, even among the people who were working in the project....I think the description of the NETworker depends on whether you're doing a demonstration project or whether you are doing ongoing training in the community.	It may be that I didn't see as much conflict between my concept of the NETworker project and what we came up with in our version here, but that my concept of the original NETworker project may have been very different, in fact, from [the project creator's]. If hers was very different from mine, then that could have caused enormous conflict with her, seeing the difference between her concept and what we came up with here...Because we started out with a different concept doesn't mean we didn't do what they wanted. To my knowledge, we did everything we were supposed to do.	Original two-page plan of local goals and activities written by the host to accompany the NETworker project grant proposal to the federal government.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	Keep project going past the end of the NETworker funding stream.			There would be enough support from the community and the main office to justify the cost of keeping the center open.
Immediate Objectives	To reach clients that the organization normally wouldn't reach.	Groups that are not clients of the host org. using the NETworker's services.		
	To train drop-in users and recruited target groups to use computers more effectively.	Being able to offer instruction in using computers.		
	To complete all necessary duties/activities for the NETworker project = completing the model.	☐ 10-15 partner organizations recruited and given intensive training through weekly meetings. ☐ The demonstration may not have done it by the letter of the divine that was originally down there on paper, [but it] accomplished what it set out to accomplish.	☐ I can't tell you what is going to go back to the federal government, like what's the quality of information that's come out of all this. I really haven't been a part of that. ☐ The NETworker provides information to NCx about the project through reports.	Sufficient interest among local nonprofit groups.
	Having an influence on the computer center that is a part of the new downtown library, including its design and the services the library offers.	Changes in the library's plans.		The library would follow through on its word and offer services of benefit to nonprofit organizations.
	Forming a partnership with a local nonprofit organization (made up of senior citizen volunteers) to staff and run the computer center once the NETworker project is over.	Continuing to have a facility that is open to the public.		
	To use the advisory board to assist with the project.	They were used at the beginning, but not later on.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs	☐ Changing the design of the new downtown library. ☐ New partnerships with community organizations outside of the host organization's normal service area. ☐ Needs assessments for a few target groups.		☐ The actual library building (built during the span of the project). ☐ Willingness of the new partners to commit time to keeping the computer center open.	
Activities		**Inputs and Indicators** From host: ☐ Space for the computer center ☐ Technical expertise for setting up the computer center. ☐ Money for equipment and salary. ☐ Hiring the NETworker. ☐ Volunteers to help with the computer center. ☐ Mediation in conflicts over direction of the project from host site director. From NCx: • Support and training, especially in keeping up with reports. • Mediation in conflicts over direction of the project from project director.		

RLF 23: Self-Help Central Office Executive Director, Miller Stewart. Source: Interview, 19/2/99.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Bringing computer technology to nonprofits and under-served populations.	□ Showing broad community impact □ Utilizing workstations effectively.		Having Guilford County take on major operating support.
	To develop a computer technology center open to the public that does not compete with the center in the downtown library.	Library decides to incorporate public access facility into its new downtown facility, supplanting the need for a large computer technology center.		□ Partnership with the library. □ Local public money sustains a computer center long term.
	To cultivate long-term public funding for public access computer facilities in Greensboro.	Contribution of public money to support computer access in the community.		
	To make a difference with 15 organizations: to help them be more effective in their technology, Internet, computer capabilities and research at the end of the 2-year project period.			
	□ NCx should have specified the outcome goals and what the basic parameters were at the beginning and then gotten the hell out of the way – provided support but not tried to direct people as to how to do what the outcomes specified were. □ Whenever you partner with another org., or even with another branch of the same org., the most effective implementation is to specify what the outcomes are that we seek and to put what definition can be put around it and then delegate authority to the remote branch or the remote partner to implement it according to the broad goals. □ What I can do is measure what the outcomes are and help clarify what the goals are and then turn it loose.	The tension [between the host and NCx] came because we had orgs. that were at very different stages of organizational delegation....[There is] this tension between how to have a centralized vision be communicated and yet not be so detailed in its prescription that it prevents local entrepreneurial adaptation and experimentation and changes. It's the fundamental issue of any multi-site project: how do you share the learning, how much control is delegated to the local site, and how much, for purposes of financial accountability and programmatic goals is retained on the central level. Every single bureaucracy deals with the same thing.	My conversations with [the project creator] from the very beginning were – I mean our vision, I think was very clear and laid out in the little two-pager [host written pre-proposal document that went into planning the NETworker project]. That's what we wanted to do.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.	Making good use of facility to make computers available to poor people and nonprofits.			
	☐ Original: Building and operating a 20 workstation-computer center to provide Internet connections, word processing, and spreadsheet training; the center would expand to 100 workstations over 3 years in co-operation with the library. ☐ Revised: To operate 20 workstation center that is open to the public provide the same range of services.	Significant public benefit; in this case, service to over 60,000 people annually by the end of 3 years.	☐ Daily logs of the number of users. ☐ The city decides to build a new downtown library that includes a public access computer.	
	Added after the grant was received: more in-depth training for 15 organizations + outreach to the broader community.			
Outputs	☐ A computer training facility with 20 workstations. ☐ Impact on the new library. ☐ 15 newly trained organizations.			
Activities		**Inputs and Indicators** From host organizations: ☐ Fundraising match ($160,000) ☐ Hiring, training and supporting the community NETworker. ☐ Technical support to get the computer center online. ☐ Space for the computer center. ☐ Technical support to people and nonprofits who visit the center. ☐ Involving and training 12 or more supporters/volunteers in the area. ☐ Internal chain of command for decision-making.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.		**Inputs and Indicators cont'd.** From NCx: ☐ Money for the workstations. ☐ Guidance and training for the NETworker. ☐ Pressure to conform to strict project time line.		

RLF 24: Swain County Cooperative Extension Branch Office Executive Director, Larry Fallows. Source: Interview, 10/11/97.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Work with developing small businesses or organizations to learn computerization and technology skills [to] help sustain and develop entrepreneurship and small businesses in the county.			
	To use telecommunications to connect our people and the products and services that we have with a much broader market.			
	[The project's first and] primary role is to help nonprofit, community-based organizations, either public or private, to understand and apply the communications technologies that are available to solve their particular problems.	☐ Six organizations up and running, utilizing the Internet and other communications technologies. ☐ Interest from additional organizations, esp. small businesses.		
	I think there's a bigger role to the NETworker project than that, although it's not the primary role, and that is to sustain and further develop small businesses that have an opportunity to market to a much bigger world than they would have without the Internet.			
	I think there is a necessity of flexibility in a grant administration and I have found that's true when you have a grant with multiple sites across a large geographic area....the culture and the needs of the communities are going to vary. And it's hard to say that this is the template, or the cookie cutter that we're going to use and make it fit perfectly in every one of those situations. You have to let it mold and flex a little bit to the community needs and still reach the broad goals of your grant.	That's what we have been allowed to do, and that will result in the greatest impact.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	☐ To recruit 6 organizations and get them utilizing the Internet and other communications technologies. ☐ For the first year, to work exclusively on the NETworker project to meet the goals of the grant.	Having 6 groups up and running, utilizing the Internet and being able to expand the project to include more small businesses.		
	Expand the project to work with small business owners…to emphasize [the NETworker's] economic development skills.			
Outputs	Six organizations up and running, utilizing the Internet and other communications technologies.			
Activities		**Inputs and Indicators** From the host: ☐ Leadership to get the grant. ☐ Hiring the NETworker. ☐ Supervising the actual implementation of the grant to complete the goals of the grant. ☐ To give guidance to the evaluation procedures.		

RLF 25: Swain County Cooperative Extension Branch Office Interim Executive Director, Jim Hughes. Source: Interview, 1/12/98.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Working on community rural development and small business development by providing computer assistance, computer support, and technical assistance.			
	To help people realize how technology can help them.			
Immediate Objectives	Using the Internet to access information for clients.			
	I really need to sit down with [the NETworker] and find out exactly the kinds of things he's been doing. I really haven't had the chance to do that yet.			
Outputs				
Activities		**Inputs and Indicators**		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To use technology to increase the standard of practice.			
	To facilitate program development by using telecommunications to collaborate and find information about best practices.			
	□ To use telecommunications to help develop people's individual programs, to be the best we can be at meeting the needs of their constituency. □ To identify what each org, needs in terms of programmatic, administrative support and use telecommunications to support doing that, whether as a strait communications to or as a research tool.			It will be easy to raise money for computer hardware.
	Improving the life for kids and families in the two-county service area of the host org.			
	□ Development of a comprehensive, holistic system for continual services for children and families. □ Closing the gaps in services to children and families so that children are nurtured, loved and develop into economically successful adults.	□ Amount of money raised. □ The existence of a coordinated continuum of programs to meet the needs of children and families. □ Children growing into economically successful adults.		□ Everyone will do a good job at their piece of the puzzle. □ Developing good relationships with people.
	To be a teaching and learning catalyst in the community.			
	To make the host organization literally and figuratively the hub of activity and information in the 2-county service area.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	To overcome isolation and the lack of information.			
	To be the teacher and the developer of people, and to use the telecommunications stuff to communicate information in front of a group of people and to give [them] access to learning anything they need to learn once they understand what that is.			
	☐ To conduct a flexible demonstration project...to learn from looking at what works and what doesn't. ☐ I think that is going to be one of the challenges...that stuff unfolds in ways that you just cannot expect.	☐ Letting the local site have control over certain decisions and recognizing that stuff unfolds sometimes in ways that you just cannot expect. ☐ You can have your manual about how you want things to progress, but sometimes the local stuff does not follow the steps in the exact sequence.		
	To build telecommunications into the structure of the host org.			
	☐ To use the web as a routine method of communications, research and education. ☐ To develop the pattern of communicating via computer.	☐ Staff and associates routinely using email and the Internet. ☐ Inclusion of Internet material in programs.		
	To create community capacity for change.			
Immediate Objectives	☐ Phase 1: Get everybody in the host org. building to communicate via email and use the web. ☐ Phase 2: Branch out to the associates of the host org. (the fellows, the board and the subcontractors).	☐ The staff of the building is hooked up to an internal network and can use email and the web. ☐ The ability to communicate with external associates via email.		Being able to draw people in and hooking them into using the Internet.

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs	☐ A Wide-Area Network for integration of social services. ☐ An internal computer network at the host org. ☐ Information about best practices. ☐ Information about other programs, near and far. ☐ Information brokering for affiliated groups. ☐ Parent Information Center public access library and Internet site. ☐ Detailed work plans for affiliated organizations. ☐ Research tailored to individual programs ☐ Needs assessments. ☐ More communication, more learning among participants.			Partner groups are ready to commit resources to this kind of effort.
Activities	☐ To develop a work plan according to the real specific steps [NCx] intends to follow. ☐ To get people and train them; to have them do work plans.	**Inputs and Indicators** Supervision by the host organization of work plan development and implementation.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Not exactly clear in the beginning, but our interpretation was: ☐ To try to network as many people as possible within our specifically-defined community. To network is defined as being able to pass information through the Internet and email. ☐ To try and get the word out [about our programs] in the most efficient way.	Better and more communication.		The NETworker, as a new staff member, would be able to: grasp the host org. and its many programs, fit into the host's culture, integrate the NETworker project, and meet necessary deadlines.
	When we first me and this was first offered to us, [the host site director] set up the parameter of how we wanted to work. We would focus on 'networking' people in a series of concentric circles: the host org. staff, the building tenants, the host org. board of directors, a group of Community Fellows chosen by the host org., and a group of childcare providers. Because this group contained small businesses and government groups, we weren't going to go out and work with small business or reach out into the community more than we already were.	☐ Somewhere along the line we got the feeling that [this approach] wasn't okay, that we weren't doing the right thing. We felt like we had been clear about that up front. So there was some breakdown in communication and things got real sluggish. ☐ There was some conflict, particularly with the NETworker, because she was being asked to [do 2 different things] and she was caught between the two. I'm sure she just felt pulled in 5,000 different pieces.		Groups would have access to personal computers.
	It was always a little unclear to me, but the way I understand it, it was: ☐ To make telecommunications accessible to the normal person – to get on the info superhighway that was out there. ☐ To provide the back roads to get people linked to the Internet.	Family resource centers would be 'Internetted' throughout the 2-county service area with links to local and federal social service agencies.		
	To become the hub of an information and resource-sharing network of Family Resource Centers in the 2-county service area.			

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	☐ To establish a local area network in the host org. building. ☐ To get email and email training for the staff of the host org.	☐ There is a functioning network in the building. ☐ Staff is hooked up to email and the Internet.		This will be a quick process, and the equipment will be reliable.
	To set up a Parent Information Center, with a public access computer, in the host org. building.	Members of the public using the resources of the center.	Numbers of people using the center and the quality of the information the center contains.	That putting the center together won't take up too much of the NETworker's time and that it will be considered appropriate work.
	Providing email and Internet training for the other members of the host org. community.			
	Doing detailed needs assessments with the Community Fellows.	The assessment was horrible, I'll be honest with you, especially for the grassroots person who may know nothing about a computer. When [the second] NETworker came on, she got guidance to do it in a different way.		The assessment format would be appropriate for the Community Fellows.
	To develop and maintain the host org.'s web site.			
Outputs	☐ Internal computer network for the host org. building. ☐ Host org staff that is trained to use email and the Internet. ☐ Parent Information Center (information library) with public access computer. ☐ Scaled down needs assessment for the Community Fellows. ☐ A web site for the host org.			
Activities		**Inputs and Indicators** From host: Supervision of the NETworker on day-to-day matters (time sheets, etc.)		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Activities cont'd.		**Inputs and Indicators cont'd.** From NCx: ☐ Mediation on the part of the project director. ☐ Supervision on specific matters, but they did not get the 'right kind', which means telling the NETworker what was expected instead of focusing on conflict. • Pressure to conform to deadlines.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	Increasing the community's awareness of the host org. through a web site.	☐ Presence of web page. ☐ Increased capacity to provide both statewide and national tech assistance.	Information about the org. located on the web site.	
	Using technology to increase organizational and program effectiveness.	Groups are getting better, stronger, faster and more effective, and that, to me, is exactly what we were trying to achieve.		
	☐ I think [things would have been better] if the planning had been more collaborative and the expectations of all the different parties were clearly identified.... if the hosts had some kind of joint visioning session and some kind of joint work plan that everybody bought into. ☐ I don't think [the demonstration] design was ever clear to people. ☐ We are redefining the role [of the NETworker] right now....We're actually going to change the name of the position.	☐ I felt like it was a struggle for us to keep control over the project and get out of it what we needed to organizationally. ☐ If [the NETworkers] are [local hosts'] employees, you've gotta have local buy-in and supervision and control of that person, and they're not yours and you give up some control of that. ☐ You've gotta be willing to share power. ☐ If you want to have it be a demonstration project...you've got to make those expectations clear up front to the executives. ☐ [The role of the NETworker] was a constant struggle, and [NCx] really, really didn't help anybody around that.		
	I thought we had a fairly clear idea and a good job description. And again, that's where the management stuff overlaid it because I thought we had a very clear understanding of what we were going to do. But every time you would sorta move forward, it was a struggle.	☐ Ultimately, [despite times of struggle, the word from NCx would be], 'Oh, this is great, this is great.'...I just think it was a huge thing to do....and there was not, at the management level at the state, enough capacity. ☐ The NETworkers always felt caught in the middle. That's why we lost our first NETworker. She couldn't take it.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives	☐ To provide email and Internet access to the occupants of the host org.'s building. ☐ To provide computer training for other associates of the host org.	☐ Presence of a public access site that parents, community folks, and staff people are using to access different information on the web. ☐ Staff have email and Internet access. We're in a place where everybody's online at their desk, pulling stuff off the web to help their job go smoother. ☐ I think we've done great with it and I'm thrilled with where we are.	I feel like we're in a different place.	
Outputs	☐ Public access site. ☐ Parent Information Center. ☐ Web site for the host org. ☐ Email and Internet access for everyone within the host org. building.			
Activities		**Inputs and Indicators** From the host: ☐ Supervisory time. ☐ Struggle to maintain control. From NCx: $50,000.		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To allow people to work together to solve common problems.	More collaboration in the region.		
	To use technology to keep rural areas and low income, disadvantaged populations from being left behind.			This work is harder in rural and minority communities because of isolation and the 'legacy of slavery.'
	To create a common vision for development in the region.			
	To have organizations look at themselves in a strategic way and figure out how technology can: ☐ enhance where they are, and ☐ help them understand and get the most out of where they need to go.	Constantly explaining and repeating the concept and waiting for the result.	It's hard to explain, in a written report, about technology, about how people who know nothing about technology are learning technology.	There would be access to the proper equipment.
	To help people and orgs. see themselves in a different way; to develop a broadened horizon.	An attitude change....The change is that we can.		
	☐ To have the host org. become the central technology resource in the region. ☐ To spread technology use to other communities = 'to close the resource gap.'	☐ Other orgs. turn to the host for advice and technical assistance. ☐ Other orgs. begin to use technology to collaborate and share.	There are [problems with] the evaluation tools, trying to quantify. I think, on the ground, the project was going, but the [problem] became, how do you tell people what you are really doing when what you are doing has nothing to do with technology.... The book [*Making the Net Work*] had designed all the stuff that they wanted answers to, but those design questions didn't come to the level on which people really worked....And so trying to convert from where people were, in this language, created a disconnect, and it might appear that maybe the program was not going as well as it should have been going when actually the people were there.	People don't see technology as a priority, which is a barrier that must be overcome.

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Wider Objectives cont'd.	To promote an attitude change in the community that says 'we can' through information sharing and access.	People feel they have an opportunity to get involved.		
	To integrate technology into all of the host org.'s programs.	More free time for staff.		
Immediate Objectives	☐ To utilize telecom technology to reduce travel time in collaborative group work. ☐ To reduce travel time for staff of the host org.	☐ Less traveling, more free time. ☐ Information-sharing/collaboration through technology.		Must have access to working technology.
	☐ To create an internal computer network for the host org. that automates certain office tasks and provides access to email and the Internet. ☐ To make existing staff more efficient.	☐ Staff has more time for project work. ☐ We have a greater insight into what our limitations are: what we can do, but what we can do a lot more by simply [using] telecommunications. ☐ Staff has more communication. ☐ Projects move at a quicker rate.		
	To provide computer training and access in the host org.'s after-school program. To get the kids involved and interested.		These are the kinds of things you don't [normally] measure. I mean, there's no widgets. We're trying to develop evaluation tools that measure little widgets, but the kids have changed around tremendously.	
	To provide access to technology to people in familiar surroundings to reduce fear.	New public access sites.		People fear technology – it must be presented in familiar surroundings.
	To provide technology training in simple terms that can be understood by the community.			☐ Technology needs to be made simple. ☐ Can introduce technology to people slowly.
	To use technology projects to raise new funds and find new resources for the region.			

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	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Outputs	☐ Internal computer network. ☐ Public access site. ☐ More collaboration.			
Activities		Inputs and Indicators		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives	To introduce people in remote areas to technology.	[Our NETworker] had to evolve the project to a program that would fit rural areas... changing it around to fit our needs, really.		Computers would be available throughout the service area.
	To connect people with resources that are available in the state.			
	To help people use technology to make their jobs easier.			
	To teach local adults and children to use computers to make them qualified for high-tech jobs.			
	To prepare low income communities for the shift to technology-driven jobs.			
	To develop a holistic approach plan and approach to community development (housing, education, jobs and quality of life/safety).	New or increased funding for projects in these program areas.	Trial and error.	
Immediate Objectives	To increase the use of computers, email and the Internet among the host org. staff.	Increased use, leading to faster researching, new funding resources, and new applications of technology (e.g. creation of a low-income housing client database).		Computer system will function properly.
	To use computer technology in the host org.'s after-school program.			
	To provide public access to computers.			Money for computers will be available.
	To teach computer technology to community members.			

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Outputs	Three public access sites in the county.		☐ Existence of the sites. ▪ People being trained in the sites.	
Activities		**Inputs and Indicators** ☐ Funding and basic guidance from NC-Exchange. ☐ Additional funding from other sources.		

	Project Structure / Narrative Summary	**Indicators of achievement and value**	**How indicators can be quantified or assessed**	**Assumptions, risks, and conditions**
Wider Objectives	The major focus of the project, has been to try to help folks in three or four specific categories, understand how telecommunications can be used to enhance what they're doing and to understand how they can actually grow in their own appreciation of telecom through what they're doing. Those specific categories were the things that we started with: small businesses, small and local governments, and non-profits.			
	What do you think the vision for the project was during that first year? Or what do you think was the engine that was driving the activity of that first year?	▪ During the first year, I think the vision was really about finding opportunities to work with people who were in these different target areas, and different target groups. Finding opportunities to work with them by utilizing the assessment process. I don't think the vision had grown more than that. Clearly, at that point, I think you talk specifically about [Project Creator] Debby's vision, because I think at that point the vision was probably more <u>owned</u> by her than it was by anybody else. I think at that point what she saw is people in local communities in these different target groups that we've talked about, almost spontaneously developing an ability to make themselves more efficient through the use of telecom. And in reality, I think what was happening during that period of time, that first year that you're talking about, is that even the target groups that had completely finished the		

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Wider Objectives cont'd.	*Do you have any feel for why that might have been, why it took longer?*	assessment process, were still trying to figure out exactly how it was going to make them more efficient. By now they knew enough to feel like it should, but the actual understanding of, on a day-to-day basis, what this means to me, took longer than any of us could have foreseen. ■ From my point of view, I think we have a better -- when I say 'we', I mean me and our team of folk -- have a better appreciation now than we did then, of how all of the training and all of the understanding of how it's going to go forward, has to happen, at the point and place that the target group is. In other words, in situations where we were sort of trying to push them into a certain timetable or a certain cookie-cutter model, even similar groups, that did not happen. And I think the variable becomes people's interaction and their personalities. And there's <u>no</u> way to predict that. You simply have to get involved with the group and see what happened. And as people became better, as the NETworkers became better at understanding how to integrate people and what they were trying to do, then the process moved along a little quicker. But in the beginning, I don't think that knowledge was there in the NETworkers.		

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Wider Objectives cont'd.	*What does your experience tell you would speed that process up, of helping them internalize? Because you've identified, already, a strong vision from Debby's point of view, from NC-Exchange's point of view. You have host organizations that know more or less what they're doing, and now you have a new staff position, which we all might agree about the duties or the goals or possibly the role of that person, but it's new, it's untested, there's no model for it... And you're saying vision is important and is gonna drive this project, and is gonna, to be an important part of the success of that project, on the ground, in those communities. What does your experience tell you helps to get that internalization at the local host organization, of the vision, which is what's gonna be most important for the work there at that site?* *Not having a mentor or example for the NETworker, doesn't kill the project, it –*	▪ For some people this might seem rather artificial, but I think what would have helped from the beginning would have been having a team approach, in terms of working through a case example that would have been provided by the host organization, of a problem that they had, and then the team could have looked at how the NETworker and the capacities that the NETworker represented, could have helped solve that problem. And I would have done that with an NC-Exchange staff person involved in this team, there would have been the host org. contact person, there would have been the NETworker, and probably a target group member. That would have been the team. The four of those folks would have gone all the way through a potential problem, concern, whatever, and worked it out. And then at the end of that, they would've been all going, 'Oh, now I see.' I would've done that by bringing them all together. ▪ slows it down, very much like you said. It <u>retards</u> it. It retards the process and it makes it more difficult for everybody to see the same vision. You're right, everybody in the project could've had a strong vision, and it would not have been <u>as</u> successful, because they weren't sharing that vision. And that's what we needed: more of a sharing of the vision. I		

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Wider Objectives cont'd.	*What happens in the absence of that?*	think the next level of what we're talking about was also for the statewide organizations to have a better appreciation of that same vision. I think it would have been extremely beneficial if all the players had had at least one meeting. That means all the statewide folk, all the host orgs., all the NETworkers, all the NC-Exchange staff, in at least one facilitated session, in which they could all appreciate the interplay and the interaction, they could talk about tensions and possibilities. They could look at all of that, and in one room, come to a more central vision of what they were trying to accomplish. It probably would have been an all-day thing, but I think it would have doubled the potential success of the program, had that happened. • I think people then try to understand each other's vision, and try to share each other's vision, by pretty much having unilateral or at best bilateral conversations about the specifics. That is a tedious and slow process, and in some cases, I think, with host organizations and target groups, it was too tedious, and too slow for them. And so people dropped energy, as opposed to meeting the need with a high energy and a high potential for success. Instead they dumbed down a little bit and therefore probably brought less of their own capacity to the solutions.		

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	It has been reported to me by NETworkers that they feel like they wanted more guidance from NC-Exchange, yet in some sort of paradox, they also felt constricted by NC-Exchange. I think that what you're identifying is that maybe they're constricted by their perception of their role as implementing this process, rather than stepping up to vision. There's a difference that I may make, and I want to see if you agree, between having vision with energy, and having an agreement on goals for the project, for the community. Do you think that's true?	Oh yeah.		
Wider Objectives cont'd.	*What I find is people saying the same things about what we want this project to do, but that's the only conversation that seems to be shared among all of the participants, including those at the statewide organization director level. [They're] all agreeing on goals, but then the specific process ends up generating conflicts or tensions or almost panic, at certain times, that they're not really getting anything done, not showing enough results to justify the amount of effort that they're putting into this. Is that something that you experienced?*	I would clearly agree, and I think that's why I came up with the whole case example approach, because what that did is, that not only helped...Let's say I was the representative of a statewide organization, at the director level. Going through that process would not only help me understand my role better, and the potentialities for my role, but it would also help me see the whole big picture. I would know what each other component was expecting of me and what I could expect of them, and so, immediately, it's easier to move more into a larger success, larger efficiencies, kind of role. It does become more goal-driven then, because methodology has been taken out of the way. I think methodology was a stumbling block in a lot of situations here, and not because particular methods had not been articulated, because I think they had, but they hadn't been internalized by the people who were supposed to be doing them. I remember we did have one session where we had all of the statewide organizations together, and we		

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Wider Objectives cont'd.		talked to them about some of the specifics, about what they should be doing in order to be successful in this project. But this was very early on that we had this meeting, and so there were not enough concrete examples that could be used by looking at each NETworker's site, and being able to talk about the specifics of what the needs of the NETworkers in their sites would be. So it's almost like it rang hollow as we tried to make it more relevant for those statewide organizations, because we weren't able to give them enough meat to appreciate where they were. Because, in many cases, you really won't ask them to do anything that was outside of their mission. So it should not have been as difficult. What may have happened is that on its face, from a design point of view, it didn't look difficult, so you didn't design stuff to accommodate difficulty that you didn't see. I mean, when you looked at it, it looked pretty plain vanilla, pretty straightforward, so there was no way to appreciate, 'Okay, well people are gonna have a disconnect.'		
Immediate Objectives	My role started out as a training coordinator, which was primarily just making sure that the training events were well planned from an adult learning perspective, helping them put together the right training teams in terms of expertise, and doing a significant amount of that training myself, around things like strategic planning, community development, organizational context, [which is] understanding how people and systems and things work together, and how you can help impact inside people's systems and	I probably could have given them more effective training, had I.... In the beginning when I tried to put together training for them I did try to walk through what they were doing and think about the kinds of skills that they would need, and some of the initial training was designed around that. That was good, but I probably needed to have done more of that in the middle of the project. I mean, we were always focused on how we can give them specific training that answers		

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Immediate Objectives cont'd.	things. That was the original role. As we came through the project, and really within this year, I think my role morphed to be more like a consultant ad hoc, for both the staff and the NETworkers themselves, to help them with conflict resolution, some problem solving, and an appreciation of how to get things done in a non-traditional way. As they ran across difficulties and roadblocks, that kind of thing, I was able to work with them to help them think outside of the box about, well, 'How can I deal with this?' And, to be quite honest with you, I really relished that change, because I immediately began to understand where some of the disconnects were. And because of work I was doing with other clientele, it helped me, in helping them.	their needs; we were always very focused on that. But in hindsight, the next step that would've been helpful would've been to communicate with the NETworker [to] get more info. about what it is that they need, design the process, and then get their input on the design of the process. Most of the time what happened was, we communicated with them, we designed the process, and then we trained them. We didn't have that interim step of going back to them and saying, 'Okay, I heard what you said your problem, was; this is the way that I'm going to try to work with you from a training point of view, that's gonna help you. Does it really help you?' I could have made the training more effective if I'd put in that extra step.		
	You talked about this shift that happened in maybe month twelve, thirteen, fourteen, in the project. Can you talk a little bit about what you saw going on in the first twelve months, before your new role began? *At the end of when one NETworker left, and another took over.*	• I think the analytical process, the assessment process, was rather difficult for most of the sites. People were challenged with not only the process itself, but exactly how they could work with some of the individual target groups and get them to appreciate what the process would do for them. I think the other piece was really leaning their communities at a different level. Most of the NETworkers, as you know, have transitioned, so a lot of that early learning that went on with their predecessors was lost and was not necessarily transferred. • Yes. And of course the relationships that were built by the original		

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Immediate Objectives cont'd.		NETworker, in some cases, were handed off, and in others, they had to be rebuilt. So a lot of the first year was about getting grounded and understanding the context in which you're working, and trying to develop a successful environment. And then as new people came in, they had to go through the same thing.		
	How do you think the NETworkers defined their roles at the beginning of the project? *What do you think might be a better definition of what their role actually was at the beginning of the project, and maybe even through the whole thing?*	▪ Once again, process-oriented. I think they saw themselves as completing a process that was laid out: assessment, hardware and software capacity building, then trying to help them become more efficient and get more done. It was, 'Let me get through the process,' as opposed to 'What is at the end of his process that I'm supposed to be looking at as an outcome?' ▪ Good question. I'd have to say probably a better version of what their role should have been... I really think they needed to consider themselves as a facilitator/consultant to these groups, instead of being as focused on the process itself. The process -- and we stressed this with them, but I don't think they heard it – the process was designed to be a guideline, not an end-all be-all. We continued to use the word 'entrepreneurial', and tried to get them to think more entrepreneurial, as to how they would make the guideline process work for the individual groups. I think if they had viewed their role more as a		

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Immediate Objectives cont'd.	*So, in many ways, they were restricted from performing that function by the narrow definition of, that they had, of their role in the project.*	facilitator with considerably more latitude in using their own capacities to determine what the groups needed, then that's really what it should have been. I think it's becoming that now, but it's only just becoming that. • Exactly, exactly. It was their own appreciation of what they were doing that limited them. We struggled with ways to get them to see the breadth of their role. That was difficult.		
	What do you need for this particular individual, [the NETworker]?	• I think some of that goes all the way back to an appreciation of what kind of personality person are you hiring, because some of the things that we're talking about here, you're not going to train somebody in three or four training sessions over a year. You're not going to change them from being more bureaucratic, and more process-oriented. You're not going to change that and then make them an entrepreneur and make them a big-picture thinker. That's not going to happen in the course of three or four trainings. So, in many cases, were we to start the project again today, to me, that learning would inform the hiring process, and it tells you kind of a different kind of person that you're looking for. I remember in the beginning we talked about how you were really looking for a librarian-type person, somebody that has an appreciation for facilitating a		

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Immediate Objectives cont'd.		- knowledge and a research process, like a librarian. I still agree with that, but you're looking for an entrepreneurial librarian [laughs], as opposed to your standard librarian! - I would say, number one, it's always helpful if the person is already local, because I think also we noticed some people having some difficulty bridging those gaps, in terms of being in communities that they did not know as well. At the same time, we saw [Rocky Mount NETworker] Mary be extremely successful, in some ways because of her base knowledge of her community. Let me give you the list: knowledge of the community, an entrepreneurial appreciation of how communities, systems, and people work together, the ability to understand the role that knowledge and research can play in the effectiveness of a small business, small government, or a small non-profit. And probably the least important thing, and I certainly didn't realize this at the beginning, the least important thing was technical knowledge, because that could be trained, and that could be accumulated in a short period of time. - Its three things: the strategic thinking, the communication, and the relationship maintenance. And that's a lot to do. Given that, we probably gave them too complex a relationship system to manage.		

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Immediate Objectives cont'd.	*Asking a similar question but using a different word: how do you think the NETworkers saw their – rather than their role – their subject position? If you think of people being within an organization, and within a community, and then within the entire project, how do you think they interpreted or envisioned, or recognized or defined their subject position within this project? Not the duties they were going to perform, but more their location.*	I clearly think that they did not see themselves as the center of everything, which is really what they were. I think they saw themselves as being an appendage of their own organization, their host organization. I think they saw themselves as a... if you were doing an organization chart, I think they saw themselves as a direct subordinate of the staff here, of the NC-Exchange's staff, even though, in actuality, it was the exact opposite: they were a direct subordinate for their host organization and an appendage of NC-Exchange. But I think they saw themselves as the opposite of that. In terms of their community, I think most of them looked at themselves as...if you drew a circle, representing the community, and you then had all these spokes coming from the circle, of all of these different kinds of actors working with their communities, I think they saw themselves as one of those actors. And really and truthfully, the more you look at it, their real position – I like the word that you used in terms of position, in terms of them locating their own reference to other people – their real position was almost at the center of each of their interactions. As they worked with their target groups, they were the center. As they worked with other people in that community, they were the center. As they worked with the NC-Exchange staff, it was still them as the center and the staff as spokes trying to help them be efficient. The only point in time in which the really were not the center, and what I think they probably came to appreciate better than		

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Immediate Objectives cont'd.		anything else, was how to interact with each other. And once again, this happened during this last year. They really did start viewing themselves as a chain link team, if you will, down toward the end of the project. Were I to design it over again, I probably would have them more dependent on each other as opposed to less, because, typically, what I've found, is that people relate really well to their own jobs when they have examples of other people who are trying to do the exact same thing. And clearly in the beginning they all felt very disconnected, because they didn't perceive themselves as trying to do the same thing at all. And then I think later on, they began to understand, 'Okay, well, now you're <u>doing</u> something different, but your outcome is the same as mine;' your methodology's a little different, and it has to be because of where you are, but we really are working toward a similar outcome.' They began to see more similarities between their different methodologies, which was key, because that helped them understand, 'Ah, okay, there are several ways in which I can do this, so now, let me, instead of just going along the first path that presents itself, let me think about what is the critical path that I <u>choose</u> to use with this particular group in this particular situation?'		
	How do you think, doing the same subject position question but from the point of view of the host organization, how do you think they perceived the NETworker?	In varying degrees, I think they all perceived the NETworker as an appendage, but increasingly more isolated as an appendage. I think there was at least one group that viewed the NETworker as an internal appendage, but still an appendage [laughs].		

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Immediate Objectives cont'd.		And then on the other extreme, there was one host organization that almost did not think of the NETworker as a part of them at all. The first situation was Rocky Mount, because the host organization had a tremendous amount of vision themselves, for what the NETworker was going to do to help transform their organization internally. So that was an internal appreciation. Whereas [Swain County NETworker] Rick, up in the mountains, with the Agriculture Extension people, really was not considered, was almost an afterthought, and once again, it's only now that I think Extension is starting to appreciate what someone like Rick, and what the concept of telecommunications assistance, can mean to their overall mission. Here's something that's very important: each host organization had to have a vision of how the project was gonna help them advance their mission, and it had to be their vision. I think one of the things we found out is, a group like that, a host organization, is probably not going to internalize how the NETworker can help them with their mission right away. It's gonna take some time. Now, don't get me wrong, any one of us could articulate to them, 'Well, these are the ways in which we think we'll help your mission,' and they might even agree. But there was no ownership of that until they saw it happening.		
	You expressed, in this project, a shift that began at some point. At what point would you say that did begin?	▪ I think you hit it when you said thirteen, fourteen months, I think that was about it. At that point, there was		

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Immediate Objectives cont'd.		▪ an appreciation by the NETworkers of some of the things that they had accomplished. There was an appreciation of how close to being on target they were, and there was also an appreciation for what they needed to do to get where they were supposed to be, in terms of working with their groups. There was a little bit of panic, as people said, 'We don't have that much time left, and I want to generate more product.' That's the term I used with them almost all the time, is, what 'product' are you generating, and that was of course just saying, 'What positive outcomes are you having?' There were two words we used, actually, 'product' and 'legacy'. The legacy piece was all about the fact that we knew from the beginning this was going to be a demonstration project and therefore it was going to end. [Their] legacy was gonna be how much of what [they] did were [they] able to institutionalize <u>without</u> [their] being a part of it, when [they] were gone. I think that's what we're starting to see now. The last two quarters, a large part of my work was designed around helping them see that: how can you establish more of the institutionalization of what you're trying to accomplish before you leave, to make sure that others carry it on? And each site has had interesting success within the last six months in doing that. [There's] still a little bit of		

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Immediate Objectives cont'd.	*Do you have any other insights into why, at that particular moment, there was that shift? Are there any staffing issues?*	work left to be done. I've got two critical conversations that have to happen this week with NETworkers, such that they do kind of wrap things up with a neat little bow. • I think it was a confluence of two things. It was the NETworkers themselves who had transitioned, getting up to speed and beginning to appreciate what it is that they were supposed to really do, and I think it was the linear focus that [Project Coordinator #2] Janet had. I think Janet is a relatively good big thinker, and that comes through; she's very bright, that comes through. But the thing that you learn about her after you've worked with her for six or seven weeks, that may not come through in the beginning, is that she's also kind of deadline-driven, and accomplishment-driven. Our interaction really was a lot about this: she and I were able to begin working very specifically on outcomes, and that focus on outcomes, along with the NETworkers themselves now becoming a little more comfortable about what it was that they were supposed to be trying to do, brought us all to the point where we went, 'We don't have enough product. There's not enough happening here that is what's supposed to happen in terms of the outcomes, and so how can we begin to address that?' There was a		

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		bit of an urgency that was generated by that, as well as just a better appreciation of how it's supposed to happen. I noticed in the trainings that I was getting less 'how to' questions and more questions about, 'This is the situation, this is what I've done, how would you improve this?' It was much less basic, much more specific, more fine tuning, and that showed the evolution or the growth of the NETworkers themselves.		
Immediate Objectives cont'd.	*Help me understand one thing that that brings to mind, your comments about [Project Coordinator #2]Janet and especially the part of deadline-driven. One thing that NETworkers tend to report is that Janet represented a loosening of the project. They say that before she was there, they often felt very intimidated by deadlines and by the way that the project was structured. Janet somehow made them think that what they were doing was okay, and that while there were some things that they needed to keep track of and report, it's almost like, 'We can finesse your success into the definition of what this project is supposed to be,' not using finesse in a negative context. Can you comment on that a little bit?*		I think because of Janet's focus, she wasn't gonna call them two weeks before a report was due and say, 'Where are you?' She was going to work with them all along. And I think that's what they perceived as a loosening, you see, because in some of those initial conversations, Janet was trying to get the lay of the land herself. So instead of talking about something that needed to be turned in, or something that was supposed to happen, she was talking more about just what they were doing, which allowed them to open up. It's one of the tools that managers have to really understand, that people really do like to tell you about what they're doing, and they tell you a hell of a lot more if they think that you're listening with a non-critical ear, which I think she did. So after kind of establishing those kinds of relationships, I think then it was easier for her to move people to some kind of product accomplishment, without them even knowing that they were being driven in that direction. And I just think she was smart	

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Immediate Objectives cont'd.			enough as a manager to know that everything that you need to get, you don't ask for directly.	
	You used the word, when you were talking about the changing of your role, troubleshooting some of the disconnects, some of the conflicts, the problems that existed there. Have we covered most of those that you found, or can you talk about some more of those disconnects?	Oh yeah, I can talk about it a little bit. Like, for instance, with {Swain County NETworker] Rick, I think he needed a greater appreciation for what the possibilities were in terms of helping small businesses and non-profits. Rick simply didn't know enough about the non-profit world, to understand what their needs were, so I was able to help a little bit with that. And in terms of the small business piece, just an appreciation for, once again, what the potentialities were for telecommunications helping small businesses. I think with [Greensboro NETworker] Jill – and this is something that I still wish we'd been able to do a little differently – part of the situation there was actually getting some specific contacts in the Greensboro area that she just simply didn't have, and trying to help her realize how she could exploit these. Also, convincing her that she did have a lot to offer, and that there was no need to think that culturally she was not going to be able to approach community groups, that it was gonna be all right. With [Rocky Mount NETworker #2] Mary it was trying to help her understand how to deal with a very heavy-handed host organization, and how to get what she needed out of them, and to certainly help her understand that every conversation didn't need to be one in which somebody won, that, as you approach this		

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Immediate Objectives cont'd.		kind of situation, there might be a lot of times where you're not going to win, but it doesn't mean you can't get progress. And then, with BMW…one of the things that happened with BMW early on that was really, really different is that they integrated this project in the rest of their work probably earlier than anybody else did. And so one of the things that we had to work with them on, was understanding when they'd had a success, because very often they didn't even see it, it just went past 'em! [laughs strongly]. So I think that was really more of a goal there. They also had a vision for institutionalization, this whole [technology] initiative that they wanted to do. They saw very soon what they wanted to do in terms of that, and how they wanted to leave a legacy, so very early we began looking at funding sources, and what's gonna be the most effective method to do the outreach. And there were no organizational problems, so consequently we were able to just work right away on the meat of it.		
	Is there any way, with BMW, not to say that the project seemed to work better because BMW CDC is the Robinson family [I.H. laughs], *and they are so deeply ingrained in that community and in that region, that once they had internalized it, it's just gonna be there.*	Yeah, I think there are two ways. Number one, just to talk about their overall grassroots nature, because you're right, it's family, but it's very grassroots too, which is why they <u>did</u> know the community, and they were able to almost infiltrate the community seamlessly. So it's that grassroots nature. And then I think, number two, it was the fact that the NETworker -- because, I mean, clearly, it was [BMW NETworker #1] Calvin and [BMW NETworker #2A]		

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Immediate Objectives cont'd.		Jennifer, but the person that was driving the train in terms of this project was Calvin, okay? – this was the only situation where the person that was driving the train in the project, and the person that was driving the train in the administration of the organization, was in the same body. So I think that's the other way to talk about why they were able to do that. Calvin is not the executive director but is director of programs and projects; he had near executive director control, and when he wanted to do something, it was pretty much just, 'Let me check it off with my E.D., who happens to be my mother,' as opposed to, 'Let me go to my E.D. and say I'd like to do this,' do you see what I'm saying? That didn't happen, and so you're right, it's a very unique situation.		
	And those lessons are what, would you run through it?	▪ When you think about it, if you were gonna design the demonstration project again, you'd want the diversity in management approach that we had, because it clearly pointed to what some of the better management lessons were. If they all had been the same, would we have learned that? Probably not. ▪ Number one, that the host org. has to have ownership at management level. Without that, the right kinds of things don't happen. Number two, it becomes very important that there be an integration between the goals of the host org. and the goals of the project, so that success becomes	Probably the role of the NC-Exchange staff needed to be more that of facilitator and research source than it was. Early on, there was a certain amount of cajoling that went on, that I think was negative. Clearly it was an attempt to develop accountability, but what you have to appreciate is that if you and I are working on something, and I'm trying to keep you accountable, then that assumes that our communication has been good about what you're trying to do. If it hadn't been and then I cajole you, because I'm trying to keep you accountable, then it's not going to do anything but develop negativity on your part, which takes us further away from success, not closer.	

	Project Structure / Narrative Summary	Indicators of achievement and value	How indicators can be quantified or assessed	Assumptions, risks, and conditions
Immediate Objectives cont'd.		easier to have. Number three, there has to be a tight work plan for the NETworker themselves, in terms of what they're going to do on a day-to-day basis. Very detailed, and very accountable, that's what I mean by tight. Because I think it was easy during the first six to twelve months, for people to be kind of doing what they were supposed to be doing, but not exactly on target. For instance, something that Rick mentioned to me, was that he was largely walk-in driven for a while. In other words, he wasn't trying to accomplish certain things, it was like, well who ever walked in and presented a situation, that was gonna determine his work plan. That clearly was not what we had in mind. And I don't think that's the best way to help communities or struggling populations. You've got to show some leadership, and you've gotta say, 'These are the things I'm trying to accomplish; let me show you what I'm trying to accomplish, and then you can show me how valid that is, given your experience.' I'm not saying you take away the decision-making power of the target groups that you're trying to work with, but you clearly must lead them, and then you pull back and then you let them lead you. And through that iterative leadership process, you come to a point where you both can get what you need.		

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Immediate Objectives cont'd.	*How do you differentiate, then, a tight work plan from what we identified as the constricted role that these NETworkers felt that they were in, and the implementation of a specific set of duties?*	The way I would differentiate is that that work plan that I'm talking about would not even have been developed until the initial introductory phase of the project was complete, and it would have been developed with all the team members giving input. So once again, it would have been a work plan that everybody owned, as opposed to a process that was placed upon them.		
	Where and when do the advisory boards fit in a project like this?	Very good question. In the first place, I always think that you bring advisory boards in as early as you possibly can, because it speaks to ownership. I also think, though, that the advisory groups should have been used more as outreach vehicles, and they weren't, or they weren't as much as I'd like to see. I think that BMW did that; they took the groups of the Down East People's Connection, and clearly used them as outreach vehicles. I really think that everybody should have done that. Another role that was not utilized as much as it could have been, is that the advisory groups were in a good position to be reality testers, but once again, did we give them enough meat to know exactly what we were talking about, such that they really could make substantive criticism that could have been used to tweak the program? I think that what people were doing is just reporting, and then getting the feedback from the report, which often was almost no feedback. I think what folks should have been doing is [sitting] their advisory board down and say[ing], 'Man, let me tell you all my problems.' There was		

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Immediate Objectives cont'd.		never a need to impress the board or curry favor with the board, or any of those things, but the orientation for the NETworkers was that that's exactly what they were supposed to be trying to do with their board. I think sometimes that came from the host org.; I think sometimes it just came from the experience of the NETworkers and their interaction with boards. They just didn't understand. But if they had really used their advisory boards as problem-solvers, and had talked about all of the issues, even if there were host organization issues. Clearly, there was not a comfort level there to do that, but I think, in the long run, had that comfort level been developed, those people could've been tremendously helpful in solving problems.		
	Do you think that the NETworker should have been an employee of the host organization and not NC-Exchange? *I understand. Do you think it decreases the likelihood of that organization trying to*	▪ I think the NETworker should have been an employee of NC-Exchange. The host orgs., in many cases, had too much of a stranglehold on the NETworker, and the NETworkers found themselves in between the objectives of the program and what they were being told on a day-to-day basis by their immediate supervisors. Their best role was to have been an integral facilitator of what was happening at the host org., not someone who was perceived to be a subordinate. It almost didn't give them enough clout to work within their org. ▪ Yeah, it does, it does. That would be a competing concern that you'd		

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Immediate Objectives cont'd.	*internalize the role or the function of the NETworker for that organization?*	clearly just have to deal with. But still, I think the need for NC-Exchange to have that direct relationship – NC-Exchange did not have enough control, and that need is what makes me go back to, what was best is if the person had been an employee of NC-Exchange. Probably the best of all possible worlds would have been if they could have been co-employers of the NETworker, and I don't know if that would've worked, because I don't know if anybody even understands what that would mean.		
	Is it also fair to say that there were structures in this project that inhibited <u>productive</u> face to face communications? Maybe the structures of the statewide organizations versus the local host organizations versus the NETworkers (That's fair). *I get reports from the NETworkers that they had very few meetings with their direct supervisors, and when they did have a meeting it was more, 'Tell me what you've been doing,' not 'Let's think about your role with this org.'*	…And let's think about this project together; let's have a critical, strategic thinking process. No, you're absolutely right. That was not there, and it should have been, it should have been. Something that we should have thought about from an NC-Exchange staff point of view is, 'Okay, who is the direct supervisor, and what does that person bring to the process?' Because it's almost like we needed to compensate for the deficits of those supervisors, because several of them, had I thought ahead of time, the way they interacted with the NETworkers, is exactly the way I would have thought that they would have interacted [laughs]. We needed to have dealt with them.		
Outputs	*So they don't end up doing less work, sum total, they end up doing a lot of work it just doesn't generate much on the ground as far as what you're trying to accomplish with goals.*	Right. It clearly doesn't generate as much. And I suppose it should be said, there are some other kinds of learnings that, because of that process that you just described – I'll		We have to appreciate that this stuff has to be done at the point – it's just like all adult learning – it has to be done from the point at which you find your target student, and I

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Outputs cont'd.		just call it tedious -- there were other learnings that happened because of that tediousness, no question about that. The question, I think, from the program's point of view, has to be 'Is that the most efficient use of time?' And, yeah, sure, you learn something, but could you have learned that in a tenth of the time, through another method?		there has to be an appreciation that there will be a time lag with these resource-poor organizations. If you will continue to encourage them and continue to give them more and more examples of how this technology could really help them, that combined with an appreciation that they need the time to come to it when they will. You have to recognize that they're gonna have stuff in front of them that is just more urgent. If someone is about to be put out of their home, that's gonna be more urgent than trying to get an [online] chat going this afternoon. So I just think you have to appreciate that like any other tool, that this tool can only be used when the worker is given the time to appreciate the tool, and that's different for different people. The more resource-poor organizations, almost the poorer an organization is, the more time, understanding, and training they're going to need. And time, I think, is the key. It might take them a couple or three years of having access to the technology, to really appreciate the technology. And the only way that you can get them to spend more time is to purchase it with grant dollars.
	What do you think the major successes of the project were?	Clearly, in each case, there were diverse populations who were impacted with the exposure of telecommunications that would not have been without this project. That's number one. Number two, I think there's been an incredible amount of learning about how systems, people, and communities work, and we learned definitely more from		

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Outputs cont'd.		the failures than we did from the successes in terms of that. So, I would call that a success. Number three, there is capacity now in these communities that was not there, and there are hopefully people out of each of the advisory committees who will continue to say, 'Why shouldn't we have more capacity, and why shouldn't we question the way things are in our community with respect to this new technology?' I think those are the successes.		
Activities		**Inputs and Indicators** If there'd been more communication and more appreciation of what the goals and objectives needed to be, as well as what the implementation methodologies really needed to be, then I think we could have designed a work plan that really would still have been true to that process, but it would have filled in more of the gaps. In strategic planning sometimes, one of the things that I'll tell people is it's very easy to do a good strategic plan with goals and objectives; it's very easy to talk about certain benchmarks that you want to develop during that process. What people have trouble with is, 'Okay, these are my goals and objectives, it's nine o'clock Monday morning, what do I do?' That's what people don't get. And so in terms of doing this project, there was no question that folks understood 'Okay, I am to do assessments, I am to identify target groups, I am to then try to help them be more effective; I am to then record the learnings from that process.' Folks understood all of		

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Activities cont'd.		that, they didn't have a problem with that. But, okay, well, if I have trouble reaching target groups, what do I do? If I don't understand what target groups are trying to accomplish, or if I don't understand how a certain target group in my area is supposed to be even integrated into our program, what do I do? It was those questions that I think folks felt were not being answered.		